



**The Meeting Transcript of
The Los Angeles County
Board of Supervisors**



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**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

[REPORT OF ACTION TAKEN IN CLOSED SESSION

TUESDAY, JUNE 19, 2007 ON PAGE 279]

SUP. YAROSLAVSKY, CHAIRMAN: GOOD MORNING. THE BOARD OF SUPERVISORS MEETING FOR JUNE 19TH IS NOW IN SESSION. WOULD YOU ALL PLEASE RISE FOR THE INVOCATION AND THE PLEDGE OF ALLEGIANCE? THE INVOCATION WILL BE LED BY REVENUE PHIL MANLY, THE CHAPLAIN OF THE UNIVERSITY OF SOUTHERN CALIFORNIA, AND THE PLEDGE OF ALLEGIANCE WILL BE LED BY FRANCIS P. FILOSA, MEMBER OF POST NUMBER 8310, GLENDALE, VETERANS OF FOREIGN WARS OF THE UNITED STATES OF AMERICA. REVEREND MANLY?

REVEREND PHIL MANLY: LET US PRAY. OUR HEAVENLY FATHER, WE GRATEFULLY ACKNOWLEDGE THY BLESSINGS IN ALL THINGS. THANK YOU FOR OUR DEDICATED MAYOR AND BOARD OF SUPERVISORS THAT WILLINGLY SERVE OUR COMMUNITY. GIVE THE MEMBERS OF HIS BOARD MUCH WISDOM AS THEY ENDEAVOR TO WORK TOGETHER FOR THE COMMON GOOD OF OUR CITIZENS. HELP THEM TO POSSESS STRENGTH FOR THE DAILY STRESSES AND TENSIONS OF PROBLEMS, DECISIONS, MEETINGS AND SEEMINGLY ENDLESS EXPECTATIONS. WE RESPECTFULLY REQUEST THAT THESE CHALLENGES WILL BE MET WITH THE RECOGNITION THAT THEY HAVE BEEN MATCHED FOR THIS HOUR AND THAT, WITH YOUR GUIDANCE, THEY CAN BECOME PART OF MANY SOLUTIONS WHILE AT THE



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 SAME TIME DISPROVING THAT THEY ARE THE PROBLEM. THANK YOU FOR
2 OUR NATION AND FOR OUR CITY THAT EMBODIES THE POTENTIAL TO
3 MODEL UNDERSTANDING, MERCY AND WISE JUDGMENTS. HELP US ALL TO
4 SEEK YOUR LOVE IN ALL OUR ACTIONS IN THY NAME. AMEN.

5

6 **FRANCIS P. FILOSA:** IF YOU WOULD FACE THE FLAG AND PLACE YOUR
7 RIGHT HAND OVER YOUR HEART. [PLEDGE OF ALLEGIANCE]

8

9 **SUP. YAROSLAVSKY, CHAIRMAN:** SUPERVISOR MOLINA?

10

11 **SUP. MOLINA:** THANK YOU. MR. CHAIRMAN AND MEMBERS, I'M VERY
12 PROUD THIS MORNING TO PRESENT TO CHAPLAIN PHIL MANLY A
13 CERTIFICATE OF APPRECIATION. REVEREND PHIL MANLY HAS SERVED AS
14 THE CHAPLAIN OF L.A. COUNTY U.S.C. MEDICAL CENTER FOR OVER 35
15 YEARS, PROVIDING GUIDANCE AND COMFORT TO THOSE IN NEED. HE HAS
16 ALSO SERVED AS THE DIRECTOR OF PASTORAL CARE AT TWO OTHER
17 U.S.C. AFFILIATED HOSPITALS. REVEREND MANLY IS A SECOND
18 GENERATION CHAPLAIN. HIS FATHER, ROBERT, SERVED AT THE COUNTY
19 HOSPITAL CHAPLAIN IN THE 1950S. WE THANK REVEREND MANLY FOR
20 HIS VITAL SPIRITUAL GUIDANCE HE PROVIDES AND WE APPRECIATE HIS
21 TAKING THE TIME TO COME THIS MORNING AND TO JOIN US. SO, SIR,
22 THANK YOU SO MUCH AND WE APPRECIATE YOUR GUIDANCE. [APPLAUSE
23]

24



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **SUP. YAROSLAVSKY, CHAIRMAN:** ON BEHALF OF SUPERVISOR
2 ANTONOVICH, LET ME PRESENT THIS CERTIFICATE OF APPRECIATION TO
3 FRANCIS P. FILOSA, MEMBER OF POST NUMBER 8310 IN GLENDALE, THE
4 VETERANS OF FOREIGN WARS. MR. FILOSA IS A RESIDENT OF THE
5 FIFTH DISTRICT AND SERVED AS FIRST LIEUTENANT IN THE UNITED
6 STATES ARMY FROM 1951 TO '53 IN THE THIRD BATTALION, THE 32ND
7 INFANTRY IN THE KOREAN WAR, SERVED-- PARTICIPATED IN MANY
8 BATTLES, VARIOUS BATTLES, RECEIVED THE BRONZE STAR, THE COMBAT
9 INFANTRY BADGE, KOREAN SERVICE MEDAL WITH TWO BRONZE SERVICE
10 STARS AND THE UNITED NATIONS SERVICE MEDAL. HE IS RETIRED,
11 RETIRED FROM RADIO STATION KPFK AND HAS LIVED IN THE DISTRICT,
12 IN THE FIFTH SUPERVISORIAL DISTRICT FOR 33 YEARS, WENT TO
13 HARTFORD HIGH SCHOOL IN GLENDALE AND THE UNIVERSITY OF VERMONT
14 IN BURLINGTON. HE COVERED BOTH COASTS. THANK YOU, MR. FILOSA,
15 FOR YOUR LEADING US IN THE PLEDGE THIS MORNING AND FOR YOUR
16 SERVICE TO OUR COUNTRY. [APPLAUSE]

17

18 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY. THE AGENDA?

19

20 **CLERK SACHI HAMAI:** GOOD MORNING, MR. CHAIRMAN, MEMBERS OF THE
21 BOARD. WE WILL BEGIN TODAY'S AGENDA ON PAGE 6, SET MATTERS. ON
22 ITEM S-2, SUPERVISOR BURKE REQUESTS THAT THIS ITEM BE
23 CONTINUED ONE WEEK TO JUNE 26TH, 2007, AT 12:00.

24

25 **SUP. YAROSLAVSKY, CHAIRMAN:** WITHOUT OBJECTION, SO ORDERED.



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1

2 **CLERK SACHI HAMAI:** ON ITEM S-3, THIS ITEM WILL BE TAKEN OFF
3 CALENDAR.

4

5 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY. SO ORDERED.

6

7 **CLERK SACHI HAMAI:** AGENDA FOR THE MEETING OF THE COMMUNITY
8 DEVELOPMENT COMMISSION, ITEMS 1-D THROUGH 7-D AND, ON ITEM
9 NUMBER 4-D, THERE IS A REQUEST FROM A MEMBER OF THE PUBLIC TO
10 HOLD THIS ITEM.

11

12 **SUP. YAROSLAVSKY, CHAIRMAN:** ON THE REMAINDER, MS. BURKE MOVES,
13 MOLINA SECONDS. UNANIMOUS VOTE.

14

15 **CLERK SACHI HAMAI:** AGENDA FOR THE MEETING OF THE HOUSING
16 AUTHORITY, ITEM 1-H.

17

18 **SUP. YAROSLAVSKY, CHAIRMAN:** MOLINA MOVES, KNABE SECONDS.
19 UNANIMOUS VOTE.

20

21 **CLERK SACHI HAMAI:** AGENDA FOR THE MEETING OF THE REGIONAL PARK
22 AND OPEN SPACE DISTRICT, ITEMS 1-P AND 2-P.

23

24 **SUP. YAROSLAVSKY, CHAIRMAN:** KNABE MOVES, BURKE SECONDS.
25 UNANIMOUS VOTE.



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1

2 **CLERK SACHI HAMAI:** BOARD OF SUPERVISORS, ITEMS 1 THROUGH 19.

3 ON ITEM NUMBER 2, THERE'S A REQUEST FROM SUPERVISOR KNABE TO

4 HOLD THIS ITEM. ON ITEM NUMBER 3, THIS INCLUDES THE REVISED

5 WORDING THAT IS INDICATED ON THE SUPPLEMENTAL BUDGET-- OR

6 SUPPLEMENTAL AGENDA AND, ON ITEM NUMBER 5, SUPERVISOR

7 YAROSLAVSKY REQUESTS THAT THIS ITEM BE CONTINUED ONE WEEK TO

8 JUNE 26TH, 2007. ITEM NUMBER 6, THERE'S A REQUEST FROM

9 SUPERVISOR ANTONOVICH TO HOLD THIS ITEM. AND, ON ITEMS 10 AND

10 11, SUPERVISOR YAROSLAVSKY AND MEMBERS OF THE PUBLIC REQUEST

11 THAT THESE ITEMS BE HELD.

12

13 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY. ON THE REMAINDER, BURKE

14 MOVES, KNABE SECONDS. UNANIMOUS VOTE.

15

16 **CLERK SACHI HAMAI:** CHIEF ADMINISTRATIVE OFFICER, ITEMS 20 AND

17 21.

18

19 **SUP. YAROSLAVSKY, CHAIRMAN:** MOLINA MOVES, KNABE SECONDS.

20 UNANIMOUS VOTE.

21

22 **CLERK SACHI HAMAI:** AUDITOR- CONTROLLER, ITEM 22.

23

24 **SUP. YAROSLAVSKY, CHAIRMAN:** KNABE MOVES, BURKE SECONDS.

25 UNANIMOUS VOTE.



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1

2 **CLERK SACHI HAMAI:** BEACHES AND HARBORS, ITEM 23 THROUGH ITEM
3 26.

4

5 **SUP. YAROSLAVSKY, CHAIRMAN:** BURKE MOVES, KNABE SECONDS.
6 UNANIMOUS VOTE.

7

8 **CLERK SACHI HAMAI:** CHIEF INFORMATION OFFICE, ITEM 27.

9

10 **SUP. YAROSLAVSKY, CHAIRMAN:** MOLINA MOVES, KNABE SECONDS.
11 UNANIMOUS VOTE.

12

13 **CLERK SACHI HAMAI:** CHILD SUPPORT SERVICES, ITEM 28.

14

15 **SUP. YAROSLAVSKY, CHAIRMAN:** BURKE MOVES, KNABE SECONDS.
16 UNANIMOUS VOTE.

17

18 **CLERK SACHI HAMAI:** CHILDREN AND FAMILY SERVICES, ITEMS 29 AND
19 30.

20

21 **SUP. YAROSLAVSKY, CHAIRMAN:** KNABE MOVES, MOLINA SECONDS.
22 UNANIMOUS VOTE.

23

24 **CLERK SACHI HAMAI:** CHILDREN'S PLANNING COUNCIL, ON ITEM 31,
25 THE CHIEF EXECUTIVE OFFICER OF THE CHILDREN'S PLANNING COUNCIL



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 REQUESTS THAT THIS ITEM BE CONTINUED ONE WEEK TO JUNE 26TH,
2 2007.

3

4 **SUP. YAROSLAVSKY, CHAIRMAN:** WITHOUT OBJECTION, THAT WILL BE
5 THE ORDER.

6

7 **CLERK SACHI HAMAI:** COUNTY COUNSEL, ITEMS 32 THROUGH 34. ON
8 ITEM 34, THERE'S A REQUEST FROM A MEMBER OF THE PUBLIC TO HOLD
9 THIS ITEM.

10

11 **SUP. YAROSLAVSKY, CHAIRMAN:** ON THE REMAINDER, BURKE MOVES,
12 KNABE SECONDS. UNANIMOUS VOTE.

13

14 **CLERK SACHI HAMAI:** DISTRICT ATTORNEY, ITEMS 35 AND 36. ON ITEM
15 36, THERE'S A REQUEST FROM A MEMBER OF THE PUBLIC TO HOLD THIS
16 ITEM. 35 IS BEFORE YOU.

17

18 **SUP. YAROSLAVSKY, CHAIRMAN:** ON WHICH ITEM IS THERE A REQUEST?

19

20 **CLERK SACHI HAMAI:** 36. AND 35 IS BEFORE YOU.

21

22 **SUP. YAROSLAVSKY, CHAIRMAN:** KNABE MOVES, BURKE SECONDS.
23 UNANIMOUS VOTE.

24



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **CLERK SACHI HAMAI:** FIRE DEPARTMENT, ITEMS 37 AND 38. ON ITEM
2 37, THERE'S A REQUEST FROM A MEMBER OF THE PUBLIC TO HOLD THIS
3 ITEM. 37. 38 IS BEFORE YOU.

4

5 **SUP. YAROSLAVSKY, CHAIRMAN:** ON 38, MR. KNABE MOVES, MOLINA
6 SECONDS. UNANIMOUS VOTE.

7

8 **CLERK SACHI HAMAI:** HEALTH SERVICES, ITEMS 39 THROUGH 51. ON
9 ITEM 40, AS INDICATED ON THE SUPPLEMENTAL AGENDA, THE DIRECTOR
10 OF HEALTH SERVICES REQUESTS THAT THIS ITEM BE CONTINUED ONE
11 WEEK TO JUNE 26TH, 2007.

12

13 **SUP. YAROSLAVSKY, CHAIRMAN:** WITHOUT OBJECTION, THAT WILL BE
14 THE ORDER.

15

16 **CLERK SACHI HAMAI:** THE REMAINING ITEMS ARE BEFORE YOU.

17

18 **SUP. YAROSLAVSKY, CHAIRMAN:** MOLINA MOVES, KNABE SECONDS.
19 UNANIMOUS VOTE.

20

21 **CLERK SACHI HAMAI:** ON PAGE 29, HUMAN RESOURCES, ITEM 52.

22

23 **SUP. YAROSLAVSKY, CHAIRMAN:** BURKE MOVES, MOLINA SECONDS.
24 UNANIMOUS VOTE.

25



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **CLERK SACHI HAMAI:** MENTAL HEALTH, ITEMS 53 THROUGH 56.

2

3 **SUP. YAROSLAVSKY, CHAIRMAN:** MOLINA MOVES, KNABE SECONDS.

4 UNANIMOUS VOTE.

5

6 **CLERK SACHI HAMAI:** PARKS AND RECREATION, ITEM 57.

7

8 **SUP. YAROSLAVSKY, CHAIRMAN:** KNABE MOVES, MOLINA SECONDS.

9 UNANIMOUS VOTE.

10

11 **CLERK SACHI HAMAI:** PUBLIC HEALTH, ITEMS 58 THROUGH 65. ON ITEM
12 59, AS INDICATED ON THE SUPPLEMENTAL AGENDA, THE DIRECTOR OF
13 PUBLIC HEALTH REQUESTS THAT THIS ITEM BE CONTINUED ONE WEEK TO
14 JUNE 26TH, 2007. THE REMAINING ITEMS ARE BEFORE YOU.

15

16 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY. 59 WILL BE CONTINUED UNTIL
17 JUNE 26TH AND, ON THE REMAINDER, MOLINA MOVES, KNABE SECONDS.
18 UNANIMOUS VOTE.

19

20 **CLERK SACHI HAMAI:** LET'S SEE. WE'RE ON PAGE 35, PUBLIC SOCIAL
21 SERVICES, ITEM 66.

22

23 **SUP. YAROSLAVSKY, CHAIRMAN:** BURKE MOVES, MOLINA SECONDS.

24 UNANIMOUS VOTE.

25



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **CLERK SACHI HAMAI:** PUBLIC WORKS, ITEMS 67 THROUGH 100. ON ITEM
2 73, THE DIRECTOR OF PUBLIC WORKS REQUESTS THAT THIS ITEM BE
3 CONTINUED ONE WEEK TO JUNE 26TH, 2007. AND, ON ITEM 100, THE
4 DIRECTOR OF PUBLIC WORKS REQUESTS THAT TRACT NUMBER 46277-01
5 BE CONTINUED ONE WEEK TO JUNE 26TH, 2007.

6

7 **SUP. YAROSLAVSKY, CHAIRMAN:** WHICH ITEM IS THAT?

8

9 **CLERK SACHI HAMAI:** 100. SO HE WANTS TO CONTINUE TRACT NUMBER
10 46277-01. AND BEFORE YOUR BOARD IS TRACT NUMBER 60726 AS WELL
11 AS THE REMAINDER OF THE ITEMS.

12

13 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY.

14

15 **CLERK SACHI HAMAI:** THAT'S ITEM 100.

16

17 **SUP. YAROSLAVSKY, CHAIRMAN:** ON THE REMAINDER, BURKE MOVES,
18 KNABE SECONDS. UNANIMOUS VOTE.

19

20 **CLERK SACHI HAMAI:** OKAY. WE ARE ON PAGE 48, REGISTRAR-
21 RECORDER/COUNTY CLERK, ITEMS 101 THROUGH 102. ON ITEM 102,
22 SUPERVISOR MOLINA VOTES "NO" ON THIS ITEM.

23

24 **SUP. MOLINA:** I'D LIKE TO CHANGE THAT. I'D LIKE TO HOLD THAT
25 ITEM.



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1

2 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY. THAT ITEM WILL BE HELD.

3

4 **CLERK SACHI HAMAI:** AND SO ITEM 101 IS BEFORE YOU.

5

6 **SUP. YAROSLAVSKY, CHAIRMAN:** ANTONOVICH MOVES, BURKE SECONDS,
7 UNANIMOUS...

8

9 **C.A.O. JANSSEN:** MR. CHAIR, BEFORE YOU DO THAT, I'M NOT SURE
10 YOU WANT TO DO-- 101 IS THE SECRETARY OF STATE REGISTRAR. YOU
11 MAY WANT TO HOLD THAT.

12

13 **SUP. YAROSLAVSKY, CHAIRMAN:** OH, YES, WE DEFINITELY WANT TO
14 HOLD THAT. SO WE WILL HOLD BOTH OF THEM.

15

16 **CLERK SACHI HAMAI:** SO WE WILL HOLD BOTH ITEMS. SHERIFF, ITEMS
17 103 THROUGH 108.

18

19 **SUP. YAROSLAVSKY, CHAIRMAN:** ANTONOVICH MOVES, KNABE SECONDS.
20 UNANIMOUS VOTE.

21

22 **CLERK SACHI HAMAI:** MISCELLANEOUS COMMUNICATIONS, ITEMS 109
23 THROUGH 110.

24



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **SUP. YAROSLAVSKY, CHAIRMAN:** MOLINA MOVES, KNABE SECONDS.

2 UNANIMOUS VOTE.

3

4 **CLERK SACHI HAMAI:** ORDINANCE FOR INTRODUCTION, ITEM 111, AND

5 I'LL READ THE SHORT TITLE IN FOR THE RECORD. THIS IS AN

6 ORDINANCE AMENDING TITLE 4, REVENUE AND FINANCE OF THE LOS

7 ANGELES COUNTY CODE RELATING TO CHAPTER 4.50 REWARD FOR

8 INFORMATION ON CRIMES.

9

10 **SUP. YAROSLAVSKY, CHAIRMAN:** ALL RIGHT. ANTONOVICH MOVES, BURKE

11 SECONDS. UNANIMOUS VOTE.

12

13 **CLERK SACHI HAMAI:** ORDINANCES FOR ADOPTION, ITEMS 112 THROUGH

14 114.

15

16 **SUP. YAROSLAVSKY, CHAIRMAN:** BURKE MOVES, KNABE SECONDS.

17 UNANIMOUS VOTE.

18

19 **CLERK SACHI HAMAI:** PUBLIC HEARING, ITEM 115, AND WE WILL HOLD

20 THIS ITEM FOR THE PUBLIC HEARING. MISCELLANEOUS, ADDITIONS TO

21 THE AGENDA REQUESTED BY BOARD MEMBERS AND THE CHIEF

22 ADMINISTRATIVE OFFICER, WHICH WERE POSTED MORE THAN 72 HOURS

23 IN ADVANCE OF THE MEETING, AS INDICATED ON THE GREEN

24 SUPPLEMENTAL AGENDA. ITEM 116-A.

25



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **SUP. YAROSLAVSKY, CHAIRMAN:** I'LL MOVE IT. BURKE SECONDS.

2 WITHOUT OBJECTION, UNANIMOUS VOTE.

3

4 **CLERK SACHI HAMAI:** 116-B.

5

6 **SUP. YAROSLAVSKY, CHAIRMAN:** ANTONOVICH MOVES, MOLINA SECONDS.

7 UNANIMOUS VOTE.

8

9 **CLERK SACHI HAMAI:** ON ITEM 116-C, WE WILL HOLD THIS FOR A

10 REPORT. ON ITEM 116-D, WE WILL HOLD THIS FOR PUBLIC HEARING.

11 ITEM 116-E.

12

13 **SUP. YAROSLAVSKY, CHAIRMAN:** BURKE MOVES, ANTONOVICH SECONDS.

14 UNANIMOUS VOTE.

15

16 **CLERK SACHI HAMAI:** ITEM 116-F.

17

18 **SUP. YAROSLAVSKY, CHAIRMAN:** BURKE MOVES, ANTONOVICH SECONDS.

19 UNANIMOUS VOTE.

20

21 **CLERK SACHI HAMAI:** THAT COMPLETES THE READING OF THE AGENDA.

22 BOARD OF SUPERVISORS' SPECIAL ITEMS BEGIN WITH SUPERVISORIAL

23 DISTRICT NUMBER 3.

24



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY. I HAVE SEVERAL PRESENTATIONS
2 THIS MORNING. FIRST, LET ME INTRODUCE THE L.A. COUNTY STARS
3 FOR JUNE 2007. IT'S A PLEASURE TO INTRODUCE THE L.A. COUNTY
4 STARS IN THE CATEGORY OF SERVICE EXCELLENCE. PLEASE WELCOME
5 THE HEALTHY LIVING GROUPS TEAM FROM THE DEPARTMENT OF MENTAL
6 HEALTH. THE TEAM COMPRISED OF LETICIA GUZMAN SOYDAN AND DR.
7 SANDIA PANGALURI, DONNIE YU, JEFF JOHNSON, DWAYNE CLEMENTS,
8 YUNG PEARL, MIMI GERVASCO, LOUIS AROSCO AND DEBORAH SUFWENTEZ
9 HERNANDEZ IMPLEMENTED A PROGRAM TO FOCUS ON QUALITY CARE TO
10 CONSUMERS. THE TEAM, COGNIZANT OF THE NEEDS OF THEIR
11 ETHNICALLY DIVERSE CLIENTELE, STARTED A SPANISH SPEAKING GROUP
12 AND, RECOGNIZING THE IMPORTANCE OF THE VALUE OF THIS PROGRAM
13 TO SPECIFIC DIAGNOSTIC GROUPS, THEY ALSO STARTED A GROUP FOR
14 CONSUMERS WITH CO-OCCURRING DISORDERS. ADDITIONALLY, THE TEAM
15 VOLUNTEERED TO PARTICIPATE IN THE DATA COLLECTION PROCESS OF A
16 QUALITY IMPROVEMENT INITIATIVE TO MONITOR OUTCOMES, DATA
17 RELATED TO HEALTH SATISFACTION AND BODY MASS INDEX.
18 PRELIMINARY RESULTS INDICATE THAT THE CONSUMERS WHO
19 PARTICIPATED-- SHHH-- PARTICIPATED IN HEALTHY LIVING GROUPS
20 SHOWED AN INCREASE IN HEALTH SATISFACTION AND MAINTAINED BODY
21 MASS INDEX AT THE BASELINE LEVEL. FAMILIES SHARED STORIES THAT
22 CONSUMERS HAD A MORE POSITIVE ATTITUDE, WERE MORE AWARE OF
23 HEALTHY LIFESTYLES, STARTED READING NUTRITION FACTS ON FOODS
24 PURCHASED TO MAKE THE RIGHT CHOICE AND WERE MORE SATISFIED
25 AFTER ATTENDING THE HEALTH LIVING GROUPS. CONGRATULATIONS TO



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 THE HEALTHY LIVING GROUPS TEAM FROM THE DEPARTMENT OF MENTAL
2 HEALTH. GIVE THEM A HAND. [APPLAUSE]

3

4 **SUP. YAROSLAVSKY, CHAIRMAN:** THE NEXT RECIPIENT IS FROM THE
5 CATEGORY OF ORGANIZATIONAL EFFECTIVENESS. PLEASE WELCOME
6 PATRICIA ALEXANDER, A PUBLIC HEALTH NURSE FROM THE DEPARTMENT
7 OF PUBLIC HEALTH. MS. ALEXANDER HAS WORKED AS A COMMUNITY
8 LIAISON FOR OVER FOUR YEARS. IN THIS ROLE, SHE HAS LEARNED THE
9 IMPORTANCE OF WORKING WITH COMMUNITY PARTNERS TO ASSESS
10 COMMUNITY NEEDS, OFFER ASSISTANCE IN NAVIGATING THE COUNTY
11 SYSTEM AND BUILDING PARTNERSHIPS TO ENSURE OPTIMUM HEALTH AND
12 WELLBEING FOR THE COMMUNITY AT LARGE. UTILIZING HER KNOWLEDGE
13 IN NURSING SKILLS, SHE'S BEEN ABLE TO BUILD BRIDGES BETWEEN
14 PUBLIC HEALTH NURSES, AREA HEALTH OFFICE STAFF, PUBLIC HEALTH
15 PROGRAM STAFF AND THE COMMUNITY. MS. ANDERSON[SIC] USES HER
16 KNOWLEDGE AND NETWORKING ABILITY TO ENSURE HER PATIENTS ARE
17 RECEIVING THE BEST AVAILABLE HEALTHCARE. TO QUOTE HER, "EACH
18 PERSON AND EACH IDEA SHOULD BE HEARD AND UTILIZED WHEN COMING
19 TOGETHER FOR THE COMMON GOOD OF THE CLIENT." CONGRATULATIONS
20 TO PATRICIA ALEXANDER, PUBLIC HEALTH NURSE IN THE DEPARTMENT
21 OF PUBLIC HEALTH. [APPLAUSE]

22

23 **SUP. YAROSLAVSKY, CHAIRMAN:** NEXT, I'D LIKE TO ASK SPECIAL
24 AGENT, F.B.I. SPECIAL AGENT, KRISTINE BEARDSLEY, TO COME
25 FORWARD. ALONG WITH JAN FERDARCIC, SPECIAL AGENT IN CHARGE,



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 AND DR. JONATHAN FIELDING, THE DIRECTOR OF THE DEPARTMENT OF
2 PUBLIC HEALTH, WHO HAS JOINED ME. WE'RE PRESENTING THIS
3 PROCLAMATION TO KRISTINE BEARDSLEY, WHO IS A SPECIAL AGENT IN
4 THE LOS ANGELES FIELD OFFICE OF THE FEDERAL BUREAU OF
5 INVESTIGATION. SHE HAS SERVED AS WEAPONS OF MASS DESTRUCTION
6 COORDINATOR SINCE APRIL OF 2004. SHE HAS BEEN RESPONSIBLE FOR
7 IMPROVING THE LOS ANGELES REGION'S CAPABILITIES TO IDENTIFY
8 AND PREVENT AND RESPOND TO TERRORISM THREATS. TERRORISM CAN
9 INCLUDE THE USE OF BIOLOGICAL AGENTS AND SPECIAL AGENT
10 BEARDSLEY RECOGNIZED THAT EFFECTIVE PREPAREDNESS AND RESPONSE
11 TO BIOLOGICAL TERRORISM REQUIRES A CLOSE COLLABORATION WITH
12 PUBLIC HEALTH OFFICIALS. SHE WAS INSTRUMENTAL IN THE
13 DEVELOPMENT OF A MEMORANDUM OF UNDERSTANDING BETWEEN THE LOS
14 ANGELES COUNTY DEPARTMENT OF PUBLIC HEALTH, THE LOS ANGELES
15 COUNTY SHERIFF AND THE LOS ANGELES FIELD OFFICE OF THE F.B.I.
16 THAT GOVERNS HOW LAW ENFORCEMENT AND PUBLIC HEALTH JOINTLY
17 INVESTIGATES SUSPECTED ACTS OF BIOTERRORISM. IN MARCH OF THIS
18 YEAR, THE DEPARTMENT OF PUBLIC HEALTH AND THE F.B.I. CONDUCTED
19 A FIRST OF ITS KIND FULL SCALE JOINT INVESTIGATION EXERCISE,
20 SPEARHEADED BY SPECIAL AGENT BEARDSLEY AND HER PUBLIC HEALTH
21 COUNTERPART. NOW THEREFORE BE IT RESOLVED BY THE BOARD OF
22 SUPERVISORS OF THE COUNTY OF LOS ANGELES THAT SPECIAL AGENT
23 KRISTINE A. BEARDSLEY IS HEREBY COMMENDED FOR HER EFFORTS TO
24 PROTECT AND IMPROVE THE LIVES OF THE COUNTY'S RESIDENTS AND IS
25 EXTENDED BEST WISHES FOR GREAT SUCCESS IN HER NEW ROLE AS



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 SUPERVISORY SPECIAL AGENT IN THE WEAPONS OF MASS DESTRUCTION
2 DIRECTORATE AT F.B.I. HEADQUARTERS IN WASHINGTON, D.C. I'M
3 SURE IT MAKES YOU FEEL YOUNG TO KNOW THAT, WHEN YOU TRAINED
4 FOR THIS, NONE OF THESE POSITIONS EXISTED, NOT TO MENTION THIS
5 LEXICON BUT WE REALLY APPRECIATE YOUR GREAT WORK FOR OUR
6 NATION BUT, BEING A LITTLE PAROCHIAL, WE ALSO APPRECIATE THE
7 CLOSE RELATIONSHIP YOU HAVE WITH OUR COUNTY DEPARTMENT OF
8 PUBLIC HEALTH. COME ON UP HERE AND LET ME PRESENT YOU WITH
9 THIS PROCLAMATION. [APPLAUSE]

10

11 **SUP. YAROSLAVSKY, CHAIRMAN:** LET ME INTRODUCE JAN FERDARCIC,
12 WHO'S A SPECIAL AGENT IN CHARGE, TO SAY A COUPLE OF WORDS.

13

14 **JAN FERDARCIC:** I'D JUST LIKE TO THANK KRIS. THIS IS QUITE AN
15 HONOR ON BEHALF OF THE F.B.I. TO RECEIVE THIS AND KRIS'
16 EFFORT, SINCE SHE WAS APPOINTED AS OUR WEAPONS OF MASS
17 DESTRUCTION COORDINATOR IN APRIL 2004, HAVE CONTINUED TO YIELD
18 AND STRENGTHEN THE RELATIONSHIPS BETWEEN THE F.B.I. AND THE
19 L.A. COUNTY PUBLIC HEALTH DEPARTMENT. AND, ON BEHALF OF THE
20 F.B.I., I JUST AGAIN WANT TO THANK KRIS AND WISH HER WELL ON
21 HER FUTURE JOURNEY TO F.B.I. HEADQUARTERS. [APPLAUSE]

22

23 **DR. JONATHAN FIELDING:** WE ARE, IN LOS ANGELES, BETTER
24 PROTECTED NOW BECAUSE OF THE VERY CLOSE RELATIONSHIP THAT WE
25 HAVE IN PUBLIC HEALTH WITH THE F.B.I. AND NOBODY-- OF COURSE,



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 IT ALWAYS STARTS AT THE TOP AND STEVE TIDWELL, WHO IS THE
2 ASSISTANT DIRECTOR, HAS BEEN VERY, VERY SUPPORTIVE. JAN
3 FERDARCIC HAS BEEN EXTREMELY SUPPORTIVE, MARK MORGAN, BUT THE
4 REAL HARD WORK, THE DAY-TO-DAY WORK, HAS BEEN KRIS BEARDSLEY
5 AND SHE'S BEEN A WONDERFUL LIAISON WITH US. WE'VE WORKED
6 TOGETHER VERY, VERY CLOSELY AND IT'S CHANGED RELATIONSHIPS IN
7 WAYS THAT WE COULDN'T HAVE IMAGINED BEFORE. SO I THINK
8 EVERYBODY IN THE COUNTY OWES A DEBT OF GRATITUDE TO KRIS
9 BEARDSLEY. THANK YOU. [APPLAUSE]

10

11 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY. NEXT, I'D LIKE TO CALL UP
12 TONY BRASSWELL, CO-CHAIR OF THE H.I.V. COMMISSION, DR.
13 JONATHAN FIELDING AGAIN, CRAIG VINCENT JONES, WHO IS THE
14 EXECUTIVE DIRECTOR OF THE H.I.V. COMMISSION, ROBIN TOMA,
15 EXECUTIVE DIRECTOR OF THE HUMAN RELATIONS COMMISSION TO JOIN
16 ME IN MAKING THE PRESENTATIONS FOR L.G.B.T. PRIDE MONTH, JUNE
17 2007, HERE IN THE COUNTY OF LOS ANGELES. JUST MAKE A COUPLE
18 BRIEF REMARKS WHILE THEY'RE COMING UP. THE CHRISTOPHER STREET
19 WEST CELEBRATION BEGAN IN 1976 AND IS AN ANNUAL CELEBRATION IN
20 JUNE WHICH DRAWS OVER 100,000 PARTICIPANTS, MAKING IT ONE OF
21 THE LARGEST PRIDE FESTIVALS IN THE ENTIRE WORLD. "AT THE
22 BEACH", ONE OF THE FESTIVALS, DRAWS OVER 10,000 PEOPLE
23 ANNUALLY AND IS RECOGNIZED AS THE LARGEST PRIDE CELEBRATION
24 FOR PEOPLE OF COLOR IN THE COUNTRY. "LONG BEACH PRIDE" WAS
25 FORMED IN 1983 IN RECOGNITION OF THE SIGNIFICANT LONG BEACH



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 LESBIAN AND GAY COMMUNITY. THE "L.A. VALLEY PRIDE" IS
2 DEDICATED TO THE PRINCIPLES OF RESPECT, COMMUNITY AND UNITY
3 AND THIS YEAR'S PRIDE EVENT RECOGNIZES THE ACHIEVEMENTS OF
4 L.G.B.T. PEOPLE IN THE SAN FERNANDO VALLEY ANNUALLY. "LATIN
5 PRIDE" HOLDS ITS FESTIVAL IN SEPTEMBER IN DOWNTOWN LOS ANGELES
6 AND SERVES AS THE OFFICIAL KICKOFF FESTIVAL FOR THE CITY OF
7 LOS ANGELES HISPANIC HERITAGE MONTH. AND THE "SAN GABRIEL
8 VALLEY PRIDE", FORMERLY KNOWN AS PASADENA PRIDE, HOLDS ITS
9 CELEBRATION IN SEPTEMBER, AS WELL, IN PASADENA. "TRANSUNITY
10 PRIDE" RECOGNIZES THE ACHIEVEMENTS AND CONTRIBUTIONS OF
11 TRANSGENDERED INDIVIDUALS THROUGHOUT LOS ANGELES COUNTY AND,
12 TODAY, WE'RE DECLARING JUNE 2007 AS LESBIAN, GAY, BISEXUAL AND
13 TRANSGENDERED PRIDE MONTH IN LOS ANGELES COUNTY. THE
14 SIGNIFICANCE OF THIS MONTH, AS MANY KNOW, DATES BACK TO THE
15 STONEWALL REBELLION OF JUNE 1969 IN NEW YORK CITY, WHICH
16 FOREVER CHANGED THE COURSE OF HOW LESBIANS, GAY MEN, BISEXUAL
17 AND TRANSGENDER PERSONS ARE TREATED AND HOW THEY SEE
18 THEMSELVES IN OUR SOCIETY. STONEWALL LAUNCHED A MODERN DAY
19 INTERNATIONAL GAY AND LESBIAN CIVIL RIGHTS MOVEMENT, LEADING
20 TO THE CREATION OF SUBSEQUENT GAY LIBERATION MOVEMENTS IN NEW
21 YORK, BERKELEY, SAN FRANCISCO, SAN JOSE AND NOTABLY LOS
22 ANGELES BY THE END OF THAT SUMMER. EVERY JUNE IS L.G.B.T.
23 PRIDE MONTH. WE JOIN MANY ORGANIZATIONS IN RECOGNITION OF THE
24 L.G.B.T. COMMUNITY AND THEIR CONTRIBUTIONS TO OUR SOCIETY,
25 INCLUDING GOVERNMENT, POLITICS, BUSINESS, ACADEMIA, SCIENCE,



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 ART, I WOULD ADD LAW ENFORCEMENT AND EVERY OTHER ECONOMIC,
2 CULTURAL AND SOCIAL ARENA. IT WAS QUITE SOMETHING TO SEE THE
3 L.A.P.D. HUMMER IN THE GAY PRIDE PARADE THIS YEAR WITH A IN-
4 UNIFORM L.A.P.D. OFFICER HOLDING THE FLAG, THE L.G.B.T. FLAG.
5 I WAS AMAZED BECAUSE IT WASN'T TOO MANY YEARS AGO THAT THERE
6 WERE L.A.P.D. OFFICERS UNDER COVER TAKING PICTURES OF
7 PARTICIPANTS IN THE PARADE. SO THINGS DO CHANGE. MANY OF THE
8 PARTICIPANTS ARE MEMBERS OF THE COUNTY-- MANY OF THE L.G.B.T.
9 COMMUNITY ARE PARTICIPANTS IN THE COUNTY WORKFORCE AND WE
10 CELEBRATE THEIR ACCOMPLISHMENTS IN PUBLIC SERVICE. I WANT TO
11 CONGRATULATE ALL THE FINE ORGANIZATIONS WHO ARE A PART OF
12 L.G.B.T. MONTH FOR THEIR ADVOCACY THROUGHOUT THE YEAR ON
13 BEHALF OF THE L.G.B.T. COMMUNITY. AND NOW I'D LIKE TO ASK DR.
14 FIELDING OF THE DEPARTMENT OF PUBLIC HEALTH, TONY BRASSWELL,
15 THE CO-CHAIR OF THE H.I.V. COMMISSION, AND RODNEY SCOTT FROM
16 THE CHRISTOPHER STREET WEST TO MAKE SOME BRIEF REMARKS AND
17 THEN I WANT TO PRESENT THESE PROCLAMATIONS.

18
19 **ROBIN TOMA:** THANK YOU, CHAIRMAN YAROSLAVSKY AND MEMBERS OF THE
20 BOARD. THIS IS A REALLY IMPORTANT MOMENT IN RECOGNITION FOR
21 THIS COMMUNITY. AT THE HUMAN RELATIONS COMMISSION, WE LOOK AT
22 HATE CRIMES EVERY YEAR AND, MUCH TO OUR DISMAY, EVERY YEAR, WE
23 SEE THAT GAYS AND LESBIANS ARE THE GROUP MOST TARGETED FOR
24 HATE CRIME IN THIS COUNTY AFTER AFRICAN-AMERICANS. WE ALSO
25 KNOW THAT THERE ARE THE KIND HATE CRIME THAT OCCURS AGAINST



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 THEM IS THE MOST VIOLENT. WE KNOW THAT, IN SCHOOLS EVERY DAY,
2 CHILDREN AND YOUNG PEOPLE WHO ARE GAY AND LESBIAN AND
3 TRANSGENDER FACE HARASSMENT AND RIDICULE AND ATTACKS SIMPLY
4 FOR BEING WHO THEY ARE, SOMETIMES FROM THEIR FRIENDS AND
5 PARENTS. WE KNOW THAT THERE'S A MUCH HIGHER RATE OF SUICIDE
6 FOR GAY AND LESBIAN YOUTH. ALL OF THIS IS BECAUSE WE STILL
7 LIVE IN A WORLD WHERE BEING WHO YOU ARE, BEING GAY AND
8 LESBIAN, TRANSGENDER, BISEXUAL, THAT YOU FACE INCREDIBLE
9 OBSTACLES. SO IT'S SO IMPORTANT THAT THIS KIND OF RECOGNITION
10 PUTS SOMETHING ON THE OTHER SIDE OF THE SCALE. IT LETS PEOPLE
11 KNOW THAT THEY CAN BE PROUD OF WHO THEY ARE AND WE NEED TO DO
12 THAT TO CONTINUE TO TEACH ALL OF OURSELVES THAT WE CAN'T
13 DISCRIMINATE AGAINST PEOPLE BECAUSE OF THEIR SEXUAL
14 ORIENTATION OR GENDER ORIENTATION. SO, AGAIN, MUCH THANKS TO
15 THE BOARD. THIS ACTUALLY IS SOMETHING THAT, IN MANY WAYS,
16 SAVES LIVES. THANK YOU.

17
18 **DR. JONATHON FIELDING:** I WANT TO ADD MY THANKS TO THE BOARD
19 FOR RECOGNIZING THIS WEEK-- THERE ARE MANY HEALTH PROBLEMS--
20 THERE ARE NO PROBLEMS THAT ARE ALONE IN THIS COMMUNITY BUT
21 THERE ARE HEALTH PROBLEMS WHERE THIS COMMUNITY IS
22 DISPROPORTIONATELY AFFECTED, AND WHETHER IT'S H.I.V., WHETHER
23 IT'S METHAMPHETAMINE, EVEN THE HIGHEST RATE OF SMOKING SO WE
24 NEED TO WORK CLOSELY WITH THIS COMMUNITY AND WE APPRECIATE



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 THEIR COOPERATION AND THEIR LEADERSHIP IN TRYING TO HELP US
2 ADDRESS THIS SERIOUS SET OF PUBLIC HEALTH PROBLEMS. THANK YOU.

3

4 **SUP. YAROSLAVSKY, CHAIRMAN:** I'D LIKE TO-- WHO IS ACCEPTING?
5 FIRST OF ALL, CHRISTOPHER STREET WEST. LET ME PRESENT THIS
6 PROCLAMATION TO YOU. AT THE BEACH. YOU'RE ACCEPTING ON BEHALF
7 OF AT THE BEACH. LONG BEACH PRIDE. LOS ANGELES VALLEY PRIDE.
8 LATIN PRIDE. SAN GABRIEL VALLEY PRIDE. HE'S THE VALLEY MAN.
9 TRANSUNITY PRIDE. AND THE COMMISSION ON H.I.V. AND, FINALLY,
10 HUMAN RELATIONS COMMISSION. ALL RIGHT. THANK YOU ALL VERY
11 MUCH. LET'S GIVE THEM ALL A HAND. [APPLAUSE]

12

13 **SUP. YAROSLAVSKY, CHAIRMAN:** AND I HAVE ONE MORE PRESENTATION.
14 AT THIS TIME, I'M GOING TO ASK DAVE LAMBERTSON FROM THE I.S.D.
15 DEPARTMENT, INTERNAL SERVICES DEPARTMENT, TO JOIN US AS WELL
16 AS PATRICIA PLOEHN FROM OUR DEPARTMENT OF CHILDREN AND FAMILY
17 SERVICES. WE'RE PLEASED THIS MORNING TO RECOGNIZE SIX YOUNG
18 PEOPLE WHO ARE GRADUATING FROM THE INTERNAL SERVICES
19 DEPARTMENT YOUTH CAREER DEVELOPMENT PROGRAM. THE PROGRAM
20 PARTICIPANTS ARE SELECTED FROM A POOL OF EMANCIPATED FOSTER
21 YOUTH. THE PARTICIPANTS ARE OFFERED TRAINING AND WORK
22 EXPERIENCE IN A WIDE VARIETY OF JOB AREAS, INCLUDING BUILDING
23 CRAFTS, TELECOMMUNICATIONS, PROCUREMENT, ACCOUNTING AND
24 ADMINISTRATIVE ASSISTANTS. ALSO, THEY RECEIVE TRAINING IN THE
25 AREAS OF LIFE SKILLS, CRITICAL THINKING AND PROBLEM-SOLVING,



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 BUSINESS ETHICS AS WELL AS COMMUNICATION TECHNIQUES. THEY ARE
2 ENCOURAGED TO TAKE SUPPLEMENTAL COLLEGE AND TECHNICAL COURSES.
3 IN ADDITION TO THEIR MANAGER, EACH INDIVIDUAL IS PAIRED WITH A
4 VOLUNTEER I.S.D. MENTOR WHO PROVIDES ONGOING SUPPORT,
5 ENCOURAGEMENT AND GUIDANCE THROUGHOUT THE YEAR. SINCE THE
6 INCEPTION OF THE Y.C.D.P. IN 2000, 56 PARTICIPANTS HAVE
7 GRADUATED FROM THE PROGRAM. THIS YEAR, SIX INTERNS COMPLETED
8 THE PROGRAM, SUCCESSFULLY PASSED COUNTY EXAMS AND HAVE BEEN
9 OFFERED FULL-TIME EMPLOYMENT BY INTERNAL SERVICES-- THE
10 INTERNAL SERVICES DEPARTMENT. I WOULD NOW LIKE TO INTRODUCE
11 THE 2007 YOUTH CAREER DEVELOPMENT PROGRAM GRADUATING CLASS AND
12 THEIR MENTORS. FIRST, JAMAL BASSETT. JAMAL IS A-- GIVE HIM A
13 HAND. GIVE HIM A HAND. [APPLAUSE]

14

15 **SUP. YAROSLAVSKY, CHAIRMAN:** JAMAL IS A SIGN ENGRAVING MACHINE
16 OPERATOR FOR FACILITY OPERATIONS SERVICES. HE HAS COMPLETED 45
17 UNITS AT WESTWOOD COLLEGE AND IS WORKING TOWARDS HAVING A
18 CAREER IN COMPUTER NETWORK MANAGEMENT. JAMAL ENJOYS SPORTS AND
19 PLAYING BASKETBALL WITH HIS FRIENDS. HIS MENTOR IS BILL
20 HURTADO. BILL? [APPLAUSE]

21

22 **SUP. YAROSLAVSKY, CHAIRMAN:** NEXT IS -- IS IT DECU? PRINCE
23 DECU. PRINCE IS CONSTRUCTION AND REPAIR-- GIVE HIM A HAND. [
24 APPLAUSE]

25



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **SUP. YAROSLAVSKY, CHAIRMAN:** YOU GIVE YOURSELF A HAND, TOO,
2 PRINCE. IT'S OKAY. YOU EARNED IT. PRINCE IS A CONSTRUCTION AND
3 REPAIR LABORER FOR FACILITIES OPERATIONS SERVICE IN DISTRICT
4 2. HE HAS ATTENDED CONSTRUCTION CLASSES AT THE ABRAM FRIEDMAN
5 OCCUPATIONAL CENTER AND IS WORKING TOWARD BECOMING AN
6 ELECTRICIAN. PRINCE IS INTERESTED IN REAL ESTATE BUT HIS
7 FAVORITE PURSUIT IS IN MUSIC AND HE HOPES ONE DAY TO BE A
8 MUSIC PRODUCER. HIS MENTOR IS RICARDO MEDURO. [APPLAUSE]

9

10 **SUP. YAROSLAVSKY, CHAIRMAN:** NEXT IS RACHEL GOULD. [APPLAUSE]

11

12 **SUP. YAROSLAVSKY, CHAIRMAN:** RACHEL IS AN INTERMEDIATE CLERK
13 ASSIGNED TO THE PURCHASING AND CONTRACTS DIVISION. SHE'S
14 ATTENDING PASADENA CITY COLLEGE AND HER EDUCATIONAL GOAL IS A
15 DEGREE IN MUSIC. SHE'S A MEMBER OF THE MODERN BUILDING
16 COMMITTEE FOR THE L.A. CONSERVANCY AND HAS PLAYED THE PIANO
17 FOR 10 YEARS. HER MENTOR IS SONYA DE LA PENA. [APPLAUSE]

18

19 **SUP. YAROSLAVSKY, CHAIRMAN:** THERE YOU GO. HER FAVORITE
20 COMPOSER IS BACH. IT'S NOT EASY TO PLAY BACH ON THE PIANO.
21 NIDIA HERNANDEZ. [APPLAUSE]

22

23 **SUP. YAROSLAVSKY, CHAIRMAN:** NIDIA IS AN INTERMEDIATE CLERK AND
24 WORKS FOR INFORMATION TECHNOLOGY SERVICE IN TECHNICAL SERVICE
25 IN THE TECHNICAL EQUIPMENT MAINTENANCE SECTION. SHE IS



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 CURRENTLY ENROLLED AT MOUNT SAN ANTONIO COLLEGE, WHERE SHE HAS
2 COMPLETED 36 UNITS. HER EDUCATIONAL GOAL IS TO OBTAIN A B.A.
3 DEGREE IN PSYCHOLOGY. IN HER SPARE TIME, NIDIA LIKES ARTS AND
4 CRAFTS AND HAS A SPECIAL INTEREST IN SCRAP BOOKING. HER MENTOR
5 IS LAURA VASQUEZ. [APPLAUSE]

6

7 **SUP. YAROSLAVSKY, CHAIRMAN:** DOMINIQUE JACKSON. [APPLAUSE]

8

9 **SUP. YAROSLAVSKY, CHAIRMAN:** DOMINIQUE IS AN INTERMEDIATE CLERK
10 AND IS ASSIGNED TO THE MAINTENANCE OPERATIONS, DIVISION 3.
11 SHE'S ENROLLING IN SCHOOL THIS FALL AND HOPES TO ONE DAY BE A
12 SOCIAL WORKER. DOMINIQUE LIKES TO READ, WRITE POETRY AND TO
13 SPEND TIME WITH HER FAMILY. HER MENTOR IS SANDRA NORTON. [
14 APPLAUSE]

15

16 **SUP. YAROSLAVSKY, CHAIRMAN:** LAST BUT NOT LEAST, EVA MAY
17 TUCKER. [APPLAUSE]

18

19 **SUP. YAROSLAVSKY, CHAIRMAN:** EVA MAY IS A TELEPHONE OPERATOR
20 FOR INFORMATION TECHNOLOGY SERVICES IN THE CUSTOMER ASSISTANCE
21 CENTER. SHE PLANS ON RETURNING TO COLLEGE SO SHE CAN COMPLETE
22 HER GOAL OF BECOMING A SOCIAL WORKER AND ADVOCATE FOR FOSTER
23 AND AT RISK YOUTH. EVA MAY ENJOYS PUBLIC SPEAKING, READ AND
24 COOKING. HER MENTOR IS FELICIA DIVINITY. [APPLAUSE]

25



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **SUP. YAROSLAVSKY, CHAIRMAN:** LET'S GIVE A GREAT HAND TO ALL OF
2 THE GRADUATES. [APPLAUSE]

3

4 **SUP. YAROSLAVSKY, CHAIRMAN:** LET ME ASK DAVE LAMBERTSON AND
5 TRISH PLOEHN IF THEY'D LIKE TO SAY A COUPLE OF VERY SUCCINCT
6 WORDS.

7

8 **PATRICIA PLOEHN:** I'D JUST LIKE TO THANK I.S.D. DAVE LAMBERTSON
9 AND THE ENTIRE INTERNAL SERVICES DIVISION FOR CREATING AND
10 MAINTAINING THIS PROGRAM FOR OUR EMANCIPATED YOUTH AND A
11 SPECIAL CONGRATULATIONS TO THESE SIX YOUTH FOR THEIR
12 ACCOMPLISHMENTS. WE'RE LOOKING REALLY FORWARD TO ALL THAT
13 YOU'RE GOING TO DO IN THE FUTURE. [APPLAUSE]

14

15 **DAVE LAMBERTSON:** I'D LIKE TO THANK THE BOARD FOR RECOGNIZING
16 OUR GRADUATES TODAY. THEY TRULY DESERVE IT AND THEY APPRECIATE
17 IT. TRISH, FOR HELP WITH THE CHILDREN AND FAMILY SERVICES
18 DEPARTMENT, MIKE HENRY WITH D.H.R., JOHN HILL, WHO HELPED US
19 OUT AGAIN IN GREETING AND MEETING AND MENTORING THE KIDS,
20 MOSTLY FROM OUR GROUP, THE MENTORS BACK HERE WHO SPEND THEIR
21 OWN TIME WITH THE KIDS, IT'S VERY IMPORTANT, THEY GET A BUNCH
22 OUT OF IT AS WELL BUT THEY'RE INVALUABLE TO THE PROGRAM. THESE
23 FINE YOUNG MEN AND WOMEN ARE GOING TO MAKE FABULOUS EMPLOYEES
24 FOR THE COUNTY. WE'RE PLEASED TO HAVE THEM. THEIR BURDENS HAVE



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 BEEN HEAVY BUT THEIR SHOULDERS ARE BROAD AND WE COULDN'T BE
2 PROUDER OF THEM TODAY. THANK YOU VERY MUCH. [APPLAUSE]

3

4 **SUP. YAROSLAVSKY, CHAIRMAN:** THANK YOU ALL VERY MUCH.
5 CONGRATULATIONS AND GOOD LUCK TO YOU. LOOK FORWARD TO SEEING
6 YOU BACK HERE AGAIN IN THE FUTURE. SUPERVISOR KNABE.

7

8 **SUP. KNABE:** THANK YOU, MR. CHAIRMAN, MEMBERS OF THE BOARD,
9 LADIES AND GENTLEMEN. IT WASN'T TOO LONG AGO, A FEW WEEKS AGO,
10 THAT WE HAD AN INCREDIBLE FIRE ON THE CATALINA ISLAND AND,
11 WITH THE CITY OF AVALON, ABSOLUTELY FROM ME TO ZEV,
12 JEOPARDIZED IN LOSING THE ENTIRE CITY. WHAT HAPPENED THAT
13 PARTICULAR DAY WAS AN INCREDIBLE TEAM EFFORT OF A LOT OF
14 DIFFERENT AGENCIES AND WE RECOGNIZED THEM EARLIER UPSTAIRS FOR
15 INDIVIDUAL PRESENTATIONS OF SCROLLS AND THINGS BUT I'M GOING
16 TO ASK THEM ALL TO JOIN ME. BUT, ON THURSDAY, MAY 10TH, A
17 BRUSH FIRE STARTED IN THE INTERIOR PORTION OF SANTA CATALINA
18 ISLAND AND MADE ITS WAY TOWARDS AVALON. THE AVALON FIRE
19 DEPARTMENT AND THE LOS ANGELES COUNTY FIRE DEPARTMENT QUICKLY
20 ASSESSED THE FIRE AND FORESAW THE POTENTIAL DANGER TO AVALON
21 AND CATALINA ISLAND. IMMEDIATELY FOLLOWING, NUMEROUS AGENCIES
22 GAVE JOINT ASSISTANCE AND MUTUAL AID TO ONE ANOTHER, INCLUDING
23 THE LOS ANGELES COUNTY FIRE DEPARTMENT, THE AVALON FIRE
24 DEPARTMENT, THE SHERIFF'S DEPARTMENT EMERGENCY OPERATIONS
25 BUREAU, THE LONG BEACH FIRE DEPARTMENT, THE ORANGE COUNTY FIRE



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 DEPARTMENT, THE LONG BEACH PARKS AND RECREATION MARINE, LONG
2 BEACH UNIFIED SCHOOL DISTRICT, THE AVALON HARBOR PATROL, OUR
3 LIFEGUARDS AND PARAMEDICS IN AVALON, THE UNITED STATES NAVY,
4 LONG BEACH UNIFIED SCHOOL DISTRICT, INCLUDING THEIR SECURITY
5 AND FOOD SERVICE BRANCHES, INCLUDING SUPERINTENDENT CHRIS
6 STEINHAUSER AND HIS WIFE, VOLITA, CABRILLO HIGH SCHOOL, IN AND
7 OUT BURGER, CITY OF LONG BEACH, COUNCIL MEMBERS TONYA REAS
8 URANGA, BONNIE LOWENTHAL AND THEIR STAFFS, LONG BEACH CITY
9 COUNCIL BOARD MEMBER ROBERTO URANGA, LONG BEACH POLICE
10 DEPARTMENT, CATALINA EXPRESS, ALL THOSE SHUTTLES BACK AND
11 FORTH, CATALINA CLASSIC CRUISES, AMERICAN RED CROSS, LONG
12 BEACH AND LOS ANGELES CHAPTERS, OUR OWN C.A.O.'S OFFICE OF
13 EMERGENCY MANAGEMENT, LONG BEACH TRANSIT, STATE OF CALIFORNIA,
14 THE GOVERNOR'S OFFICE OF EMERGENCY MANAGEMENT, THE LONG BEACH
15 DEPARTMENT OF HEALTH AND HUMAN SERVICES, THE LONG BEACH
16 DISASTER MANAGEMENT DIVISION, SOUTHERN CALIFORNIA EDISON, OUR
17 OWN LOS ANGELES COUNTY DEPARTMENT OF PUBLIC SOCIAL SERVICES
18 INTERNAL SERVICES DEPARTMENT AND, OBVIOUSLY, MANY AGENCIES AND
19 BUSINESSES IN THE CITY OF AVALON. TOGETHER, THEY WERE
20 EXTREMELY RESPONSIVE TO THE NEEDS OF AVALON AND THE ENTIRE
21 COMMUNITY. IN PARTICULAR WAS THE PROFESSIONALISM AND QUALITY
22 OF CARE TAKEN THAT WAS TAKEN IN PROTECTING THE RESIDENTS AND
23 STRUCTURES ON AND OFF THE ISLAND THROUGHOUT THE LENGTH OF TIME
24 THAT IT TOOK TO PUT THE FIRE OUT. THE RESIDENTS WERE EXTREMELY
25 GRATEFUL AND APPRECIATIVE OF THE SERVICES THEY RECEIVED. THE



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 DEDICATION AND SACRIFICE MADE DURING THOSE DAYS FIGHTING THE
2 FIRE IS TRULY A WONDERFUL TESTAMENT TO THE CALIBER OF SERVICES
3 AVAILABLE FROM ORGANIZATIONS IN SOUTHERN CALIFORNIA. AND SO WE
4 WANT TO SAY THANK YOU TO THE MANY AGENCIES AND ORGANIZATIONS
5 BUT, IF PUT THIS IN PERSPECTIVE, IF YOU REMEMBER WHAT
6 TRANSPIRED AND WE JUST HAD THOSE FOLKS DOWN HERE A COUPLE OF
7 WEEKS AGO, WITHIN A 7-DAY PERIOD, WE HAD THE GRIFFITH PARK
8 FIRE, THE CATALINA ISLAND AND MANY OF THE FIREFIGHTERS AND
9 MANY OF THE AGENCIES THAT WERE INVOLVED IN SAVING THE CITY OF
10 AVALON WERE UP THERE IN GRIFFITH PARK, AS WELL, TOO, SO IT WAS
11 A CREDIBLE EFFORT. OUR MUTUAL AID PROTECTION HERE IN SOUTHERN
12 CALIFORNIA IS SECOND TO NONE, THERE'S NO PLACE LIKE IT IN THE
13 UNITED STATES OF AMERICA AND, WHILE THESE ARE ALL BRIGHT,
14 SHINY, WELL DRESSED FOLKS, IN THOSE 72 HOURS, IN SAVING THE
15 CITY OF AVALON, LITERALLY WHERE YOU HAVE THE MAYOR OF AVALON
16 TRYING TO PROTECT HIS OWN HOUSE IN THE MIDDLE OF THE STREET,
17 FROM ME TO THE CAMERA RIGHT THERE, LITERALLY, THE FIRE GOES
18 EITHER WAY, THE CITY'S GONE. SO WE JUST WANTED TO TAKE A SMALL
19 AMOUNT OF TIME TO THANK ALL THESE FOLKS, ONE, FOR TAKING THE
20 TIME TO COME DOWN HERE TODAY BUT, MOST IMPORTANTLY, I KNOW I
21 SPEAK NOT ONLY ON BEHALF OF THE CITIZENS OF THE LOS ANGELES
22 COUNTY BUT MOST IMPORTANTLY THE RESIDENTS OF AVALON FOR A
23 HEARTFELT THANKS FOR A JOB WELL DONE. I MEAN, EVERYBODY CAME
24 TOGETHER, EVERYBODY LEFT THEIR EGOS AT THE DOORSTEP AND THE
25 SOLE PURPOSE WAS TO SAVE LIFE AND LIMB AND THEY DID AN



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 ABSOLUTELY SPECTACULAR JOB, SO LET'S GIVE THEM A BIG ROUND OF
2 APPLAUSE. [APPLAUSE]

3

4 **SUP. KNABE:** I'M GOING TO ASK-- ON BEHALF OF CHIEF FREEMAN, I
5 WANT TO ASK CHIEF DYER TO SAY A COUPLE OF WORDS.

6

7 **CHIEF DYER:** THANK YOU, SUPERVISOR. ON BEHALF OF THE FIRE
8 DEPARTMENT, I'D LIKE TO THANK SUPERVISOR KNABE AND YOUR
9 HONORABLE BOARD FOR THIS RECOGNITION THIS MORNING. IT REALLY
10 IS A TESTAMENT TO FEDERAL, STATE, COUNTY, CITY AND PRIVATE
11 INDUSTRY WORKING TOGETHER TO SAVE LIVES AND WITHOUT ALL THESE
12 PEOPLE HERE AND THEIR STAFF, THIS REALLY IS A MODEL FOR THE
13 REST OF THE UNITED STATES TO LOOK AT, AS THE SUPERVISOR AND I
14 WERE DISCUSSING EARLIER. ALL PRIVATE INDUSTRY AND PUBLIC
15 SERVICE WORKING TOGETHER TO PROVIDE THE HIGHEST LEVEL OF
16 SERVICE POSSIBLE. SO, ON BEHALF OF THE FIRE DEPARTMENT, I'D
17 LIKE TO THANK ALL THE OTHER AGENCIES AS WELL. [APPLAUSE]

18

19 **SUP. KNABE:** THANK YOU. I JUST, AGAIN, MANY OF THE FOLKS UP
20 HERE FROM PUBLIC AGENCIES BUT WE HAVE SOME PRIVATE SECTOR
21 FOLKS AS WELL, TOO, AND, WELL, THAT'S OUR SOLE PURPOSE IS
22 PROVIDING PUBLIC SAFETY, MANY IN THE PRIVATE SECTOR COMES
23 RIGHT AFTER BOTTOM LINE AND THERE WAS NO QUESTIONS ASKED, IT
24 WAS DONE. SO DOUG AND THE OTHERS, THANK YOU ALL VERY MUCH.
25 KEEP UP THE GOOD WORK. THANK YOU. [APPLAUSE]



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1

2 **SUP. ANTONOVICH:** MR. CHAIRMAN, MEMBERS, TODAY WE WOULD LIKE TO

3 RECOGNIZE A GREAT WAR HERO WHO IS WITH US THIS MORNING AND

4 THAT'S RETIRED MAJOR GENERAL PATRICK BRADY OF THE UNITED

5 STATES ARMY, WHO IS ACCOMPANIED BY REESE LLOYD OF THE AMERICAN

6 LEGION AND THE EMIL LUCKY, WHO IS THE CALIFORNIA STATE

7 CHAIRMAN, CITIZENS FLAG ALLIANCE AND RETIRED PROFESSOR OF 34

8 YEARS AT CALIFORNIA STATE UNIVERSITY, LOS ANGELES. MAJOR

9 GENERAL BRADY IS ONE OF THE ONLY TWO SOLDIERS WHO HAS RETURNED

10 FROM VIETNAM WITH BOTH A CONGRESSIONAL MEDAL OF HONOR AND

11 DISTINGUISHED SERVICE CROSS. HE IS STEPPING DOWN NOW AFTER

12 MORE THAN A DECADE SERVING AS THE CHAIRMAN OF THE BOARD OF

13 CITIZENS FLAG ALLIANCE, WHICH IS A COALITION OF MORE THAN

14 1,400 CIVIC SOCIAL VETERANS, RELIGIOUS AND FRATERNAL

15 ORGANIZATIONS REPRESENTING MORE THAN 20 MILLION AMERICANS

16 DETERMINED TO RETURN TO THE PEOPLE THE RIGHT TO PROTECT OLD

17 GLORY. GENERAL BRADY IS A FORMER PRESIDENT OF THE

18 CONGRESSIONAL MEDAL OF HONOR SOCIETY AND HOLDS A BACHELOR'S

19 DEGREE IN PSYCHOLOGY FROM SEATTLE UNIVERSITY AND A M.B.A. FROM

20 THE UNIVERSITY OF NOTRE DAME AND HE WAS A CLASSMATE OF ELGIN

21 BAYLOR AT SEATTLE UNIVERSITY. HE SPENT OVER 34 YEARS IN THE

22 SERVICE OF HIS COUNTRY WITH DUTY STATIONS ALL OVER THE WORLD.

23 A PIONEER IN BATTLEFIELD PATIENT EVACUATION, DEVELOPING RESCUE

24 TECHNIQUES THAT ALLOWED THE EVACUATION OF THE WOUNDED IN ALL

25 WEATHER CONDITIONS AND RESULTED IN HIM BEING IDENTIFIED IN THE



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 ENCYCLOPEDIA OF THE VIETNAM WAR AND OTHER BOOKS AS THE TOP
2 HELICOPTER PILOT IN VIETNAM. USING THESE TECHNIQUES, HE EARNED
3 A MEDAL OF HONOR FOR A SERIES OF MISSIONS THAT BEGAN BEFORE
4 SUNRISE AND ENDED AFTER DARK IN WHICH HE UTILIZED THREE
5 HELICOPTERS, WHICH WERE HIT MORE THAN 400 TIMES BY ENEMY FIRE
6 AND MINES, TO RESCUE 600 PATIENTS. IN TWO TOURS IN VIETNAM, HE
7 FLOW OVER 2,500 COMBAT MISSIONS, EVACUATED OVER 5,000 FRIENDLY
8 AS WELL AS ENEMY WOUNDED. HIS AWARDS INCLUDE TWO DISTINGUISHED
9 SERVICE MEDALS, THE DEFENSE SUPERIOR SERVICE MEDAL, THE LEGION
10 OF MERIT, SIX DISTINGUISHED FLYING CROSSES, TWO BRONZE STARS,
11 ONE FOR VALOR, THE PURPLE HEART AND 53 AIR MEDALS, ONE FOR
12 VALOR. HE'S ALSO BEEN AWARDED THE DISTINGUISHED SERVICE MEDAL
13 OF THE AMERICAN LEGION, WHICH IS THEIR HIGHEST AWARD AND THE
14 HIGHEST AWARD OF THE DAUGHTERS OF THE AMERICAN REVOLUTION AND
15 D.A.R. MEDAL OF HONOR. SO, AT THIS TIME, GENERAL, WE WOULD
16 LIKE TO RECOGNIZE YOU FOR YOUR SERVICE TO OUR COUNTRY, BOTH IN
17 COMBAT AND IN RETIREMENT, AND THANK YOU FOR YOUR LEADERSHIP
18 AND BEING A POSITIVE ROLE MODEL TO OUR YOUTH.

19
20 **MAJOR GENERAL PATRICK BRADY:** I WANT TO THANK YOU VERY MUCH. AS
21 ALWAYS, WE ARE NOT RESPONSIBLE FOR THESE MEDALS AND I ACCEPT
22 THIS ON BEHALF OF THE VETERANS. YOU KNOW, AMERICA HAS NO KINGS
23 OR QUEENS OR DUKES OR DUCHESSES BUT WE DO HAVE A NOBILITY AND
24 AMERICA'S NOBILITY IS CALLED VETERANS. SO, ON BEHALF OF THE
25 VETERANS IN THIS COUNTY, I WANT TO ACCEPT THIS AND THANK YOU



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 ALL VERY, VERY MUCH FOR YOUR KINDNESS AND I WOULD LIKE TO THEN
2 PRESENT TO MIKE AND THE BOARD OF SUPERVISORS THIS BOOK, WHICH
3 WAS PUT TOGETHER BY MEDAL OF HONOR FOUNDATION AND HAS IN IT
4 THE STORIES AND PHOTOGRAPHS OF MANY OF THE LIVING MEDAL OF
5 HONOR RECIPIENTS THAT WE HAVE TODAY. THE NARRATIVE IN HERE IS
6 BY A CALIFORNIAN, PETER COLLIER, AND, OF COURSE, GEORGE BUSH
7 AND MANY OTHER WELL-KNOWN AMERICANS HAVE MADE THEIR COMMENTS.
8 SO, MIKE, ON BEHALF OF THE FOUNDATION, PLEASE ACCEPT THIS AND
9 THANK YOU VERY MUCH.

10

11 **REESE LLOYD:** ON BEHALF OF THE AMERICAN LEGION OF CALIFORNIA,
12 WE'RE VERY PROUD THAT GENERAL BRADY, A MEDAL OF HONOR WINNER,
13 HAS BEEN ABLE TO JOIN US AND BE RECOGNIZED BY LOS ANGELES
14 COUNTY. HE SPENT PART OF HIS YOUTH HERE IN WHITTIER. HE IS
15 WITH US IN THE AMERICAN LEGION CALIFORNIA NATIONALLY AND WE
16 APPRECIATE YOUR RECOGNITION. HE'S ALSO LED OUR EFFORT FOR THE
17 FLAG AMENDMENT TO PROTECT OUR FLAG FROM DESECRATION AND WE
18 APPRECIATE HIS LEADERSHIP ON THAT ISSUE BECAUSE HE HAS BEEN AS
19 HEROIC IN PEACE AS HE WAS IN WAR AND WE HAVE ALL BENEFITED
20 FROM HIS SERVICE. THANK YOU.

21

22 **COL. JOSEPH SMITH:** I'D LIKE TO THANK THE BOARD FOR THIS
23 RECOGNITION OF GENERAL BRADY, A DISTINGUISHED VETERAN OF THE
24 VIETNAM WAR AND ALSO HE, AS ALL OF OUR VETERANS AND THOSE
25 SERVING OVERSEAS TODAY, DEMONSTRATE THE HIGHEST FORM OF



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 PATRIOTISM. THEY GO FORTH WHERE OTHERS WILL NOT TO DEFEND THIS
2 COUNTRY AND DO THOSE THINGS THAT MUST BE DONE. SO, TO THE
3 BOARD, GENERAL BRADY AND TO ALL OF OUR VETERANS, THANK YOU. [
4 APPLAUSE]

5

6 **SUP. ANTONOVICH:** NOW THIS MORNING WE WOULD LIKE TO WELCOME
7 MIRAI NAGASU IN RECOGNITION OF HER TREMENDOUS ACHIEVEMENTS THE
8 YEAR AS JUNIOR LADIES SOUTHWEST PACIFIC REGIONAL CHAMPION,
9 JUNIOR LADIES PACIFIC COAST SECTIONAL CHAMPION AND JUNIOR
10 LADIES NATIONAL CHAMPION AND JUNIOR WORLD SILVER MEDALIST.
11 THIS PAST JANUARY, SHE BECAME THE U.S. FIGURE SKATING'S JUNIOR
12 LADIES CHAMPION AT THE NATIONAL CHAMPIONSHIP HELD IN SPOKANE.
13 IN DOING SO, SHE CREATED A MEDIA AND SKATING COMMUNITY FRENZY
14 BY BEATING THE STRONGLY FAVORED SKATER FOR THE GOLD MEDAL.
15 THIS ACHIEVEMENT WAS ESPECIALLY SURPRISING SINCE IT WAS HER
16 FIRST TIME SKATING AT NATIONALS AND, UNTIL NOW, SHE WAS
17 UNKNOWN OUTSIDE OF SOUTHERN CALIFORNIA. SHE THEN WENT ON TO
18 COMPETE IN THE WORLD JUNIOR FIGURE SKATING CHAMPIONSHIPS IN
19 MARCH IN GERMANY AND WON THE SILVER MEDAL. SHE WAS BORN IN THE
20 UNITED STATES FROM A JAPANESE IMMIGRANT FAMILY. SHE TRAINS AT
21 A RINK EVERY MORNING BEFORE SCHOOL AND AGAIN AFTER SCHOOL AND
22 CURRENTLY SHE'S AN EIGHTH GRADER AT ARCADIA MIDDLE SCHOOL.
23 SHE'S A VERY TALENTED YOUNG SKATER WITH THE POTENTIAL TO BE
24 THE BEST IN THE WORLD. THE U.S. FIGURE SKATING ASSOCIATION HAS
25 ALREADY STARTED DECLARING HER ONE TO WATCH FOR MAKING THE 2010



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 OLYMPIC TEAM WHEN SHE'LL BE 16 YEARS OLD. AND THE PRESSES CALL
2 HER THE NEXT MICHELLE KWAN, WHO IS ALSO A FRIEND OF OURS AND
3 HAS BEEN HERE AND HER AUNT SERVES AS ONE OF THE MEMBERS OF THE
4 WATER BOARD IN LOS ANGELES COUNTY. AND GIVEN THE SIMILARITIES
5 IN THEIR BACKGROUND AND SKILLS, SHE'LL BE MOVING UP TO THE
6 SENIOR LEVEL FOR THE 2007/'08 SKATING SEASON. SO
7 CONGRATULATIONS AND WE WISH YOU A FUTURE GOLD AS WE CHEER YOU
8 ON IN THE FUTURE OLYMPICS. [APPLAUSE]

9

10 **MIRAI NAGASU:** I JUST WANTED TO SAY THANK YOU FOR EVERYONE WHO
11 HAS BEEN SUPPORTING ME AND I APPRECIATE THIS HONOR AND
12 EVERYTHING. THANK YOU. [APPLAUSE]

13

14 **SUP. ANTONOVICH:** WE DON'T WANT TO END YOUR CAREER RIGHT NOW.
15 WE'VE GOT TOO MANY LAWSUITS. OKAY. MOVING RIGHT ALONG. NOW WE
16 HAVE PAUL NISSAN, WHO IS THE FOUNDER OF MARCH AGAINST TERROR,
17 WHO WILL BE JOINING THE BOARD AS WE HAVE PROCLAIMED SEPTEMBER
18 THE NATIONAL DAY OF READINESS AND VIGILANCE ON SEPTEMBER 11TH,
19 ANNUAL DAY OF REDEDICATION THROUGHOUT OUR COUNTY. HE'S
20 ACCOMPANIED BY CAPTAIN STEVEN JOHNSON OF OUR L.A. COUNTY
21 SHERIFF'S DEPARTMENT, SHEILA NIVELL, THE F.B.I. SUPERVISORIAL
22 SPECIAL AGENT AND CHIEF ALDONENA LEE, U.S. MARSHALS OFFICE,
23 JENNIFER QUAN, CHINATOWN PUBLIC SAFETY ASSOCIATION, AND
24 ZIBILOT MORGAN, F.B.I. AND MIKE GROUDY, DISTRICT ATTORNEY'S
25 OFFICE. UNDER THE GUIDANCE OF MARCH AGAINST TERROR AND THE



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 F.I.T. SWAT PROGRAM FULLY INTACT AND TRAINED TO STAND AND
2 WATCH AGAINST TERRORISM, WE OBSERVED A NATIONAL DAY THROUGHOUT
3 THE COUNTY OF LOS ANGELES ON SEPTEMBER 11TH TO ENCOURAGE
4 GREATER READINESS AND VIGILANCE AGAINST TERRORISM AND NATURAL
5 DISASTERS, PERSEVERE THE MEMORY OF THE VICTIMS KILLED ON
6 SEPTEMBER 11TH AND OTHER VICTIMS OF TERROR AND HONOR THOSE WHO
7 ARE ACTIVELY COMBATING GLOBAL TERRORISM. AS WE ALL KNOW, AN
8 OUNCE OF PREVENTION IS WORTH A POUND OF CURE AND, UNLIKE THE
9 LOCAL AGENCIES RESPONSIBLE FOR EMERGENCY OPERATIONS FOLLOWING
10 HURRICANE KATRINA, LOS ANGELES COUNTY CONTINUES TO BE PREPARED
11 TO SAVE LIVES AND PROTECT PROPERTY IN THE EVENTS OF A
12 CATASTROPHE BY HAVING REGULARLY SCHEDULED TRAINING EXERCISES
13 AND PUTTING OUR RESOURCES INTO PREVENTION. ON JUNE 5TH, 2007,
14 TO INCREASE THE COUNTY'S ABILITY TO PREVENT AND RESPOND TO
15 TERRORISM, OUR BOARD SUPPORTED THE 5.4 MILLION DOLLAR GRANT
16 FROM THE U.S. DEPARTMENT OF HOMELAND SECURITY, 2006 LOS
17 ANGELES LONG BEACH URBAN AREA SECURITY GRANT. THIS WILL
18 AUTHORIZE OUR DEPARTMENT OF HEALTH SERVICES, EMERGENCY MEDICAL
19 SERVICES AGENCY TO CONTINUE TO IMPROVE EMERGENCY PREPAREDNESS,
20 RESPONSE AND PLANNING CAPABILITIES, AS WELL AS THE PURCHASE OF
21 THE NECESSARY EQUIPMENT TO RESPOND TO THOSE ACTS OF TERRORISM,
22 NATURAL DISASTERS AND PUBLIC HEALTH EMERGENCIES. INCLUDED FOR
23 PURCHASE UNDER THIS PROPOSAL ARE A MOBILE HOSPITAL AND
24 PERSONNEL RADIATION EQUIPMENT. THIS PAST NOVEMBER, WE USED
25 FUNDING PROVIDED BY THE HOMELAND SECURITY GRANT FOR A



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 SIMULATED 6.5 EARTHQUAKE IN BURBANK, COUPLED WITH AN
2 OPPORTUNISTIC TERRORIST ATTACK. THE SCENARIO TESTED OUR
3 PREPAREDNESS AND SHARPENED OUR ABILITY TO EFFECTIVELY REACT
4 WHEN DISASTER STRIKES, WHETHER IT BE AN EARTHQUAKE, RIOTS,
5 BIOLOGICAL OR CHEMICAL ATTACKS. OUR 38 COUNTY DEPARTMENTS
6 PREPARE AND PROVE THEIR READINESS TO RESPOND TO THESE TWO
7 EVENTS WHILE MINIMIZING DAMAGE AND SHORTENING RECOVERY TIME.
8 OUR SHERIFF'S DEPARTMENT IS THE LEAD AGENCY IN TERROR
9 PREPARATION FOR SOUTHERN CALIFORNIA. THE COUNTY CONTINUES TO
10 WORK IN CONJUNCTION WITH THE STATE TO STANDARDIZE THE
11 EMERGENCY MANAGEMENT SYSTEM, PROVIDING COMMUNICATIONS AND
12 COORDINATION LINKS BETWEEN LOCAL, STATE AND MAJOR DISASTER
13 AREAS. WE ARE WORKING CLOSELY WITH OUR COUNTY'S 88 CITIES, OUR
14 134 COMMUNITIES AND TOWN COUNCILS AND OUR UNINCORPORATED
15 COMMUNITIES, THE COUNTY FIRE DEPARTMENT, PUBLIC WORKS, THE
16 CORONER, THE HEALTH DEPARTMENT, THE OFFICE OF EMERGENCY
17 MANAGEMENT AND, MOST IMPORTANTLY, THE PRIVATE SECTOR IN
18 PUBLIC/PRIVATE PARTNERSHIPS. IN 2005, WE CONDUCTED 11
19 PREPAREDNESS WORKSHOPS FOR COUNTY EMERGENCY STAFF AND OUR
20 PARTNERS THROUGHOUT THE REGION. WHILE OUR COUNTY IS PREPARED,
21 THE PUBLIC WILL ULTIMATELY BE THE FIRST RESPONDERS TO A
22 DISASTER AND THAT'S WHY WE ENCOURAGE PARENTS, TEACHERS AND
23 EMPLOYERS TO CREATE THEIR OWN DISASTER PLANS AT HOME, IN THEIR
24 NEIGHBORHOODS AND IN THEIR WORKPLACE. FOR MORE INFORMATION ON
25 DISASTER PREPAREDNESS, YOU CAN VISIT THE COUNTY WEBSITE AT



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 ESPFOCUS.ORG. ESPFOCUS.ORG. SO, AT THIS TIME, LET ME GIVE THE
2 PROCLAMATION ON BEHALF OF THE BOARD OF SUPERVISORS AS WE
3 DECLARE SEPTEMBER 11TH A DAY OF PREPAREDNESS. [APPLAUSE]

4

5 **PAUL NISSAN:** THANK YOU, SUPERVISOR. GOOD MORNING. I WOULD LIKE
6 TO THANK THE BOARD OF SUPERVISORS FOR DESIGNATING SEPTEMBER
7 11TH OF EACH YEAR AS NATIONAL DAY OF READINESS AND VIGILANCE
8 AGAINST TERRORISM THROUGHOUT THE COUNTY OF LOS ANGELES. ALSO
9 SPECIAL THANKS TO SUPERVISOR ANTONOVICH FOR GOING THE EXTRA
10 MILE IN MAKING THIS RESOLUTION POSSIBLE. THE NATIONAL DAY OF
11 READINESS AND VIGILANCE IS INTENDED TO DO THREE THINGS. ONE,
12 TO ENCOURAGE THE PUBLIC TO DO THEIR PART IN PREVENTING
13 TERRORIST ATTACKS BY REPORTING SUSPICIOUS ACTIVITIES; TWO,
14 PROMOTE READINESS IN DEALING WITH THE AFTERMATH OF A TERRORIST
15 ATTACK AND, THREE, SEND A CLEAR MESSAGE TO THE TERRORISTS THAT
16 WE, THE AMERICAN PEOPLE, WILL NEVER GIVE UP OR COMPROMISE OUR
17 WAY OF LIFE. WITH THAT, I'D LIKE TO THANK EVERYONE FOR BEING
18 HERE AND SUPPORTING THIS, ALL REPRESENTATIVES FROM LAW
19 ENFORCEMENT AND ALSO FROM PUBLIC SAFETY COMMUNITY. THANK YOU.

20

21 **SUP. ANTONOVICH:** NOW BATTING CLEAN-UP IS LITTLE SASSY, WHO IS
22 A LITTLE 8-WEEK-OLD BEAGLE MIX. THIS IS LITTLE SASSY. SHE
23 LIKES THE F.B.I. MAYBE THE AGENT, SUPERVISORY AGENT LEE WOULD
24 LIKE TO ADOPT HER. HUH?

25



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **SUPERVISORY AGENT LEE:** I HAVE ENOUGH.

2

3 **SUP. ANTONOVICH:** OH, YOU HAVE ENOUGH. OKAY. SHE'D MATCH YOUR
4 LITTLE BEAUTIFUL DRESS. ANYWAY, THIS IS LITTLE SASSY LOOKING
5 FOR A HOME, SO ANYBODY WHO WOULD LIKE TO ADOPT HER CAN CALL
6 THE TELEPHONE NUMBER AT THE BOTTOM OF YOUR SCREEN AND THAT'S
7 (562) 728-4644 AND LITTLE SASSY WILL CHEER YOU UP.

8

9 **SUP. YAROSLAVSKY, CHAIRMAN:** SHE'S GOT BARBARA'S NAME WRITTEN
10 ALL OVER IT. SHE'D KILL ME. BRING HER OVER HERE. I WANT TO
11 SEE. BOY OR GIRL?

12

13 **SUP. ANTONOVICH:** GIRL. THAT'D BE ANOTHER D.T., ZEV'S A DOG
14 TEASE. [LAUGHTER]

15

16 **SUP. YAROSLAVSKY, CHAIRMAN:** SUPERVISOR MOLINA?

17

18 **SUP. MOLINA:** MEMBERS OF THE BOARD, TODAY IT IS INDEED MY HONOR
19 TO MAKE A VERY SPECIAL RECOGNITION TO A VERY, VERY REMARKABLE
20 ACHIEVEMENT FOR A LONG-TIME COUNTY RESIDENT AND THAT'S MS.
21 LILLIAN OLIVAS, WHO RESIDES IN BASSETT AND HAS BEEN THERE
22 SINCE 1956. FOUR YEARS AGO, LILLIAN RETIRED AFTER 34 YEARS OF
23 SERVICE WITH THE BASSETT UNIFIED SCHOOL DISTRICT IN THE FOOD
24 SERVICE AREA. FOR YEARS, LILLIAN HAD PUT HER FAMILY FIRST AND
25 WAS ABLE TO ATTAIN HER LONG-TIME GOAL OF GRADUATING FROM HIGH



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 SCHOOL. BUT, ON JUNE 5TH, 2007, AT THE AGE OF 82, LILLIAN
2 FINALLY EARNED HER HIGH SCHOOL DIPLOMA FROM THE BASSETT ADULT
3 EDUCATION PROGRAM. HER SON, GARY, HAD APPROACHED ME AND SAID,
4 "COULD WE AT LEAST PROVIDE HER SOME KIND OF COMMENDATION FOR
5 ACHIEVEMENT?" BUT WE DECIDED THAT WE THOUGHT WE WOULD BRING
6 HER HERE BECAUSE THIS IS VERY SPECIAL AND VERY, VERY UNIQUE.
7 MRS. OLIVAS IS A VERY PROUD MOTHER OF FIVE CHILDREN. SHE HAS
8 20 GRANDCHILDREN AND 17 GREAT-GRANDCHILDREN. HER FAMILY
9 DESCRIBES HER AS THE GEM AND THE HEART OF THE FAMILY. SHE'S
10 OUTGOING, SHE'S GENEROUS, SHE NEVER ASKED FOR ANYTHING IN
11 RETURN AND SHE HAS A WELCOMING HEART AND ACCEPTS EVERYONE FOR
12 WHO THEY ARE. FOUR OF LILLIAN'S CHILDREN GRADUATED FROM
13 BASSETT HIGH SCHOOL AND WENT ON TO EARN DEGREES AT THE
14 UNIVERSITY OF CALIFORNIA AT SANTA BARBARA AND CALIFORNIA STATE
15 UNIVERSITY OF LOS ANGELES. BUT, TODAY, IT'S HER FAMILY'S TURN
16 TO BE PROUD OF HER ACCOMPLISHMENTS BECAUSE IT IS HER LONG-TIME
17 DREAM. I'M GLAD SHE STUCK TO IT AND DECIDED TO GO BACK TO
18 SCHOOL. SHE IS, I GUESS, AN IMPRESSION FOR ALL OF US, WANTING
19 THAT EDUCATION AND REALLY MAKING A DIFFERENCE. SO WE WANT TO
20 COMMEND LILLIAN AND HER FAMILY FOR THIS SPECIAL ACHIEVEMENT.
21 SO, ON BEHALF OF THE BOARD OF SUPERVISORS, I'M VERY PROUD,
22 SHE'S ALREADY GOTTEN HER DEGREE FROM HIGH SCHOOL BUT WE HAVE
23 PUT TOGETHER A CERTIFICATE SIGNED BY ALL FIVE BOARD MEMBERS
24 BECAUSE WE'RE VERY PROUD OF YOUR ACHIEVEMENTS, MRS. OLIVAS,



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 AND I WANT TO GRADUATE HER, THE 2007 GRADUATE OF BASSETT ADULT
2 SCHOOL. CONGRATULATIONS, MRS. OLIVAS. [APPLAUSE]

3

4 **SUP. MOLINA:** ARE YOUR SONS HERE? RIGHT OVER THERE? HE'S VERY
5 PROUD. WELL, WE WANT TO CONGRATULATE HER. I'M VERY PROUD TO
6 HAVE HER IN MY DISTRICT.

7

8 **LILLIAN OLIVAS:** WELL, I THANK MY SON THE MOST. HE'S ALWAYS
9 BEEN THERE FOR ME AND I WANT TO THANK YOU.

10

11 **SUP. MOLINA:** THANK YOU. ALL RIGHT. LET'S TAKE A PICTURE.
12 CONGRATULATIONS. PLEASE JOIN ME IN CONGRATULATING MS. OLIVAS.
13 [APPLAUSE]

14

15 **SUP. YAROSLAVSKY, CHAIRMAN:** IS THAT IT, SUPERVISOR MOLINA?
16 SUPERVISOR BURKE? DO YOU HAVE ANY PRESENTATIONS? SUPERVISOR
17 BURKE? ALL RIGHT. I'M UP FIRST TODAY, I BELIEVE, SO LET'S GET
18 EVERYBODY BACK. OKAY. CAN WE JUST TAKE A COUPLE OF THE ROUTINE
19 ITEMS. WE HAD A FIRE ITEM THAT A MEMBER OF THE PUBLIC WAS
20 HOLDING. NUMBER 37. LET'S START TAKE 37. PETER BAXTER. GO
21 AHEAD, MR. BAXTER.

22

23 **PETER BAXTER:** MR. CHAIRMAN, MEMBERS OF YOUR HONORABLE BOARD,
24 MR. JANSSEN, LADIES AND GENTLEMEN, MY NAME IS PETER BAXTER AND
25 I LIVE IN LOS ANGELES. I HAVE ASKED TO SPEAK ON THIS ITEM



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 BECAUSE THIS ITEM APPEARS TO BE A GIFT OF WHAT? OF LIFE.
2 BECAUSE THIS IS A GIFT OF WHAT IS KNOWN AS A THERMAL IMAGER,
3 BUT A THERMAL IMAGER IS ONLY USEFUL INSIDE A BURNING BUILDING.
4 YOU CAN'T USE A THERMAL IMAGER OUTSIDE A BURNING BUILDING, SO
5 SOME HUMBLE FIREFIGHTER IN THE FUTURE, IF YOU ACCEPT THIS
6 GIFT, IS GOING TO BE HANDED THIS THERMAL IMAGER AND INVITED OR
7 PRESSURED OR SUGGESTED TO GO INTO A BURNING BUILDING ABOUT
8 WHICH THERE IS NO WAY OF KNOWING ANYTHING AT ALL ABOUT THAT
9 BURNING BUILDING, AND TO USE THIS THERMAL IMAGER. NOW, THE
10 IDEA IS NOBLE. YOU'RE GOING TO FIND A BODY HERE. IT ASSUMES
11 THAT THAT'S THE BEST WAY TO FIGHT THE FIRE. THE WAY TO FIGHT
12 THE FIRE IS TO FILL THE LOCATION WITH A NONFLAMMABLE GAS, LIKE
13 STEAM, FOR EXAMPLE. AND BECAUSE IF THAT NONFLAMMABLE GAS-LIKE
14 STEAM FILLS THE ENTIRE BODY OF THAT PARTICULAR LOCATION, FIRE
15 CANNOT EXIST, FIRE HAS TO GO OUT AND WE HAVE KNOWN ABOUT THIS
16 SINCE THE TIME OF REVOLUTION. THE PERSON WHO GAVE THE NAME OF
17 OXYGEN TO OXYGEN IS A MAN BY THE NAME OF LA BASTEIER, HE WAS A
18 FRIEND OF JOSEPH PRIESTLY, WHO WAS ALSO ASSOCIATED WITH HIM,
19 AN ENGLISH CLERGYMAN, AND THE TWO OF THEM WERE FRIENDLY WITH
20 BENJAMIN FRANKLIN. IT SEEMS A LITTLE UNUSUAL THAT HERE WE ARE
21 IN JULY CELEBRATIONS AND THE-- WHAT I'M TALKING ABOUT IN TERMS
22 OF FIRE WAS INITIATED BACK IN THE TIME OF THE REVOLUTION, YET
23 I CAN'T GET ANYWHERE. YOU'RE EXUBERANT ABOUT HOW WONDERFUL THE
24 FIREFIGHTERS ARE TAKING CARE OF THE JOB BUT THEY ARE NOT
25 TAKING CARE OF IT. THERE'S A PHOTOGRAPH IN TODAY'S PAPER WHICH



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 SHOWS IMMENSE VOLUMES OF SMOKE AND THE FIRE HAS BEEN GOING ON
2 FOR HOW LONG, I DON'T KNOW, THEY DON'T SAY HOW LONG, BUT WHAT
3 I'M SAYING IS THAT THIS IDEA OF USING STEAM IS SOMETHING WHICH
4 THE BOARD HAS TO THINK ABOUT. AND IF YOU PASS THIS, NO DOUBT
5 YOU WILL, IT LOOKS LIKE SOMEBODY, SOME HUMBLE FIREFIGHTER IN
6 THE FUTURE IS GOING TO BE WALKING INTO A BURNING BUILDING AND
7 WHO KNOWS WHAT'S GOING TO HAPPEN TO HIM.

8

9 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY. THANK YOU, MR. BAXTER.

10

11 **PETER BAXTER:** THANK YOU, SIR.

12

13 **SUP. YAROSLAVSKY, CHAIRMAN:** SEEING NO ONE ELSE WHO WANTS TO BE
14 HEARD ON ITEM NUMBER 37, THE PUBLIC HEARING IS CLOSED, THE
15 ITEM IS BEFORE US. MR. ANTONOVICH MOVES, MS. BURKE SECONDS.
16 WITHOUT OBJECTION, UNANIMOUS VOTE. WE HAVE ITEM NUMBER 4-D.
17 STEVE WHEATLEY. MR. WHEATLEY? THERE YOU ARE. OKAY. COME ON
18 OVER HERE.

19

20 **STEVE WHEATLEY:** I'M THE BOARD PRESIDENT FOR ST. JOSEPH'S MANOR
21 AND I THANK YOU, BOARD OF SUPERVISORS, FOR LETTING ME HAVE A
22 MOMENT OF YOUR TIME. WE THANK YOU FOR YOUR CONSIDERATION IN
23 GIVING US THE OPPORTUNITY TO MAKE A DIFFERENCE IN THE LIVES OF
24 THE FAMILIES THAT WILL LIVE AT ST. JOSEPH'S MANOR. SUPERVISOR
25 MIKE ANTONOVICH HAS AGAIN SHOWED THE FAMILIES OF THE ANTELOPE



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 VALLEY THAT WE ARE NOT FORGOTTEN. AND IT'S PROVEN THAT, IF YOU
2 UNITE GOVERNMENT, NON-PROFIT AGENCIES, BUSINESSES AND
3 COMMUNITY VOLUNTEERS, YOU CAN MAKE THE IMPOSSIBLE POSSIBLE.
4 ST. JOSEPH'S MANOR WILL BE HOME FOR 99 WOMEN AND CHILDREN. THE
5 RESIDENTIAL PROGRAM AND THE SUPPORT SERVICES WILL TAKE
6 HOMELESS FAMILIES, GIVE THEM A SAFE ENVIRONMENT WHERE THEY CAN
7 RAISE THEIR CHILDREN WHILE BECOMING SELF-SUFFICIENT. WE CANNOT
8 BEGIN TO EXPRESS THE IMPACT THAT THIS FUNDING OPPORTUNITY WILL
9 HAVE ON THE FAMILIES WE SERVE. NOW, ON A PERSONAL NOTE, I
10 WOULD LIKE TO THANK MIKE ANTONOVICH, HIS STAFF. HELEN HAS BEEN
11 WONDERFUL TO US, SIR. NORM, OUTSTANDING, AND ALL THEIR STAFF.
12 WE APPRECIATE YOU. YOU HAVE GONE THROUGH THIS STEP BY STEP
13 WITH US. YOU'RE NUMBER ONE IN OUR BOOK. REALLY.

14

15 **SUP. ANTONOVICH:** WE WANT TO THANK YOU, THE TOWN COUNCIL, THE
16 COMMUNITY, ALONG WITH HELEN AND NORM AND PAT RUSSELL, ALONG
17 WITH KATHERINE BARGER AND LORI. SO IT'S BEEN A GOOD
18 PUBLIC/PRIVATE PARTNERSHIP AND THIS IS THE PROPER WAY OF
19 WORKING TO RESOLVE THESE ISSUES IN THAT TYPE OF A COALITION,
20 SO THANK YOU.

21

22 **STEVE WHEATLEY:** THANK YOU SO MUCH, SIR AND THANK YOU FOR YOUR
23 TIME.

24



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **SUP. YAROSLAVSKY, CHAIRMAN:** THANK YOU. WE HAVE ITEM 4-D BEFORE
2 US. MR. ANTONOVICH MOVES, MS. BURKE SECONDS. WITHOUT
3 OBJECTION, UNANIMOUS VOTE ON ITEM 4-D. ITEM 36. DR. CLAVREUL,
4 DID YOU WANT TO SPEAK ON ITEM 36, BE HEARD ON IT?

5

6 **DR. GENEVIEVE CLAVREUL:** GOOD MORNING. DR. GENEVIEVE CLAVREUL.
7 WHEN I SEE THAT, YOU KNOW, THE DISTRICT ATTORNEY IS GETTING
8 GRANT AFTER GRANT AND SO ON AND IT'S TOO BAD BECAUSE HE'S NOT
9 EVEN DOING HIS JOB. YOU KNOW, I REQUESTED MONTHS AGO A
10 RESPONSE TO YOUR BROWN ACT VIOLATION, I'M STILL WAITING FOR A
11 RESPONSE. IT WOULD BE GOOD THAT PEOPLE IN THE COUNTY WILL DO
12 THEIR JOB. AND-- BUT WHAT'S A GOOD-- YOU KNOW, HE'S AN ELECTED
13 MEMBER AND HE'S RUNNING FOR ELECTION AGAIN, SO MAYBE WE CAN
14 MAKE SOME INFERENCE ON THAT POINT. THANK YOU.

15

16 **SUP. YAROSLAVSKY, CHAIRMAN:** THANK YOU. ITEM 36 IS BEFORE US.
17 MR. ANTONOVICH MOVES, MR. KNABE SECONDS. WITHOUT OBJECTION,
18 UNANIMOUS VOTE. MS. MOLINA HAS ASKED THAT ITEM NUMBER 102 BE
19 CONTINUED FOR TWO WEEKS. I HAVE NO OBJECTION, AS LONG AS
20 THERE'S NO REASON, THERE'S NO TIME ISSUE, THAT'S ALL. I DON'T
21 THINK THERE SHOULD BE. SO MR. JANSSEN WILL CHECK. IN THE
22 MEANTIME...

23

24 **SUP. ANTONOVICH:** WHICH ITEM IS THAT, ZEV?

25



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **SUP. YAROSLAVSKY, CHAIRMAN:** 102. REGISTRAR RECORDER'S OFFICE.
2 AND-- NO PROBLEMS WITH A TWO-WEEK CONTINUANCE? SO WITHOUT
3 OBJECTION, 102 WILL BE CONTINUED FOR TWO WEEKS. ALL RIGHT.
4 IT'S NOW 11:00. WE HAVE A SPECIAL ITEM AT 11:00 DEALING WITH
5 GRAND AVENUE. HOPEFULLY, THAT CAN BE DONE RELATIVELY QUICKLY.
6 DAVID, YOU...

7

8 **SUP. MOLINA:** YOU MEAN ON GRAND AVENUE?

9

10 **SUP. YAROSLAVSKY, CHAIRMAN:** ON GRAND AVENUE.

11

12 **SUP. YAROSLAVSKY, CHAIRMAN:** YOU WANT TO-- WHO'S GOING TO...

13

14 **C.A.O. JANSSEN:** I THINK MARTHA IS GOING TO INTRODUCE THE ITEM,
15 WELBORNE.

16

17 **SUP. YAROSLAVSKY, CHAIRMAN:** ALL RIGHT. SUPERVISOR MOLINA?

18

19 **SUP. MOLINA:** LET ME JUST BEGIN. WE HAVE A PRESENTATION. WHY
20 DON'T YOU COME UP, MARTHA, AND BILL WITTE HERE. THE J.P.A. MET
21 A WEEK AGO MONDAY AND IT'S NOW BEEN JOINED BY CECILIA STALANO,
22 WHO IS THE NEW DIRECTOR AND HAS BEEN THERE FOR A WHILE,
23 ACTUALLY, THE C.R.A. AND IT WAS ALSO JOINED BY DALE BONNER,
24 WHO IS THE NEW SECRETARY OF HOUSING AND TRANSPORTATION
25 APPOINTMENT OF THE GOVERNOR AND HE'S GOING TO JOIN US MORE



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 OFTEN. WE HAD AN OPPORTUNITY, WHILE FRANK GEARY WAS OUT OF
2 TOWN, TO HAVE HIS COLLEAGUE, MR. WEBB, MAKE THE PRESENTATION.
3 AND, REGRETFULLY, THEY AREN'T HERE TO DO THE PRESENTATION
4 TODAY. BUT, AS YOU KNOW, IT IS A REQUIREMENT THAT THE BOARD OF
5 SUPERVISORS, BESIDES THE J.P.A. AND THE C.R.A., APPROVE THE
6 SCHEMATIC DESIGN AND THERE'S BEEN A COUPLE CHANGES. I KNOW
7 THAT SOME OF YOU HAD AN OPPORTUNITY TO GO OUT AND LOOK AT THE
8 MODEL BUT WE HAVE BILL WITTE AND MARTHA WELBORNE, WHO WILL
9 MAKE A PRESENTATION ON THE STATUS OF THE MODEL TODAY. IT WAS
10 APPROVED UNANIMOUSLY BY THE J.P.A.

11
12 **MARTHA WELBORNE:** GOOD MORNING. THANK YOU. WE ARE VERY PLEASED
13 TODAY TO BRING THE SCHEMATIC DESIGN PACKAGE FOR PHASE I OF THE
14 GRAND AVENUE PROJECT. AS THE SUPERVISOR JUST MENTIONED, THE
15 DISPOSITION AND DEVELOPMENT AGREEMENT FOR THIS PROJECT
16 REQUIRES THAT THE COUNTY BOARD ACT ON THESE DOCUMENTS. IN
17 ADDITION, THE GRAND AVENUE AUTHORITY AND THE C.R.A. ARE
18 REVIEWING THE SAME PACKAGE. IN FACT, THE J.P.A. BOARD MET ON
19 JUNE 11TH AND UNANIMOUSLY APPROVED THE DESIGN AFTER A DETAILED
20 PRESENTATION. THE J.P.A. BOARD'S APPROVAL WAS BASED ON THE
21 STAFF MEMO, WITH SEVERAL MINOR MODIFICATIONS CONCERNING DESIGN
22 DETAILS, AFTER BOARD DISCUSSION AND THOSE INCLUDED-- THOSE
23 CONCERNED SIDEWALK WIDTHS AND BUILDING OVERHANGS. I HAVE
24 COPIES OF THAT STAFF MEMO FOR YOU AND WOULD LIKE TO HAND THEM
25 TO THE CLERK FOR THE RECORD. WE ARE PREPARED TO, AS YOU CAN



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 TELL HERE, MAKE A SHORT PRESENTATION TODAY, IF YOU WOULD LIKE
2 THAT. I ASSUME WE SHOULD PROCEED WITH THE POWERPOINT SHOW, IS
3 THAT CORRECT? I'D LIKE TO TURN AND ASK BILL WITTE, THE
4 PRESIDENT OF RELATED OF CALIFORNIA, TO QUICKLY GO THROUGH THAT
5 PRESENTATION.

6

7 **BILL WITTE:** OKAY. THANK YOU. I WILL QUICKLY RUN THROUGH THIS
8 PRESENTATION OF SCHEMATIC DESIGN. THE BASIC CONCEPT FOR THE
9 SITE HAS NOT MATERIALLY CHANGED FROM WHAT THIS BOARD HAS SEEN
10 ON A NUMBER OF OTHER OCCASIONS BUT THE ARCHITECTURE AND DESIGN
11 HAS BEEN MUCH MORE CLEARLY ARTICULATED AND GAVIN LANGLEY FROM
12 GARY PARTNERS IS HERE WITH ME SHOULD YOU HAVE ANY QUESTIONS ON
13 THAT. FIRST, WHAT'S UP ON THE SCREEN NOW IS JUST A PERSPECTIVE
14 OF THE SITE FROM THE NORTHWEST. NOW THE CORNER OF FIRST AND
15 GRAND, OPPOSITE DISNEY HALL AND, WHILE THE DESIGN OF THE
16 PAVILION BUILDING, THE RETAIL BUILDING ON FIRST AND GRAND, IS
17 REALLY A PLACE HOLDER, GIVES YOU AN IDEA OF THE SCALE AND WHAT
18 THE ARCHITECT HAD IN MIND IN TERMS OF REFLECTING THE SCALE OF
19 DISNEY HALL, RATHER THAN OVERPOWERING IT. ANOTHER SHOT TURNING
20 AROUND THE CORNER ONTO FIRST STREET, BACK ON GRAND AND YOU CAN
21 SEE THE SECOND AND THIRD LEVELS WITH THE LANDSCAPING. ANOTHER
22 PROSPECTIVE LOOKING FROM DISNEY HALL ONTO THE SITE. AND FIRST-
23 - THE CORNER OF FIRST AND GRAND AGAIN FROM A DISTANCE. AND
24 YOU'LL NOTICE THE-- WHILE THERE ARE TWO TALL BUILDINGS, THE
25 SIGNIFICANT LIGHT, AIR AND OPENINGS IN THE SITE. YOU'LL ALSO



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 NOTE, FOR THE FIRST TIME, THE DESIGN OF THE TWO TOWERS AND THE
2 TALLER TOWER, WHICH WAS 48 STORIES, WHICH HAS THE MANDARIN
3 ORIENTAL HOTEL AND 250 CONDOMINIUMS ON THE RIGHT OF THE
4 SCREEN, THE EXTERIOR ELEVATIONS ON SECOND STREET AND GRAND ARE
5 SHOWN CLAD IN A REFLECTIVE UNDULATING GLASS, WHICH WILL REALLY
6 SIGNAL THE DISTRICT WITH AN ICONIC DESIGN, WHEREAS THE
7 INTERIOR OF THE BUILDING, WHICH YOU'LL ALSO SEE REFLECTED IN
8 THE SECOND TOWER AS WELL, IS A MORE SOBER DESIGN, A MORE
9 TRADITIONAL DESIGN. THIS IS, OF COURSE, THE LANDSCAPED PATIO
10 AREA IN THE REAR OF DISNEY HALL AND IT GIVES YOU AN IDEA OF
11 WHAT GEARY PARTNERS HAS IN MIND FOR THIS SITE, IN TERMS OF THE
12 USE OF TREES AND LANDSCAPING TO REALLY HIGHLIGHT THE USE OF
13 OUTDOOR SPACE AND MAKING IT A REALLY GREEN FEEL. LOOKING
14 DIRECTLY FROM DISNEY HALL ACROSS AT THE SITE. THE ARCHITECTS
15 HAVE PROPOSED TAKING THE GREEN FIELD ALL THE WAY UP THE
16 BUILDING. STARTING AT THE TOP, WHICH YOU CAN'T SEE THAT
17 CAREFULLY, WHERE THERE ARE PENTHOUSE LEVELS, THERE'S AN
18 INTERNAL COURTYARD THAT WOULD HAVE LANDSCAPING AND TREES AT
19 THE TOP, REFLECTING WHAT'S ALREADY IN THE PODIUM BELOW. AND
20 THEY HAVE PROPOSED, ALTHOUGH WE'RE STILL WORKING ON THIS, A
21 MOSAIC FLORAL DESIGN RUNNING UP THE BUILDING TO CONTINUE THAT
22 GREEN EFFECT. THAT'S AN ART FEATURE WHICH WE'RE STILL WORKING
23 OUT WITH THE ARCHITECT. AN IDEA OF WHAT THAT CAN LOOK LIKE,
24 THIS IS A BUILDING IN EUROPE. THE RETAIL PAVILIONS ON GRAND,
25 AND YOU'LL NOTE THERE'S AN ATTEMPT, CONTINUES TO BE AN ATTEMPT



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 TO HAVE THE SITE BE VERY POROUS, SO THERE ARE OPENINGS FOR THE
2 PUBLIC ALL AROUND THAT SITE AND PARTICULARLY HERE ON GRAND.
3 ANOTHER PERSPECTIVE. THESE ARE VIEWS FROM THE UPPER LEVELS.
4 THIS IS THE TYPE OF VIEWS THAT YOU WOULD GET FROM THE UPPER
5 LEVELS OF THE TOWERS. THE SECOND TOWER, THE ARCHITECT -- GARY
6 PARTNERS IS PROPOSING A VERY INNOVATIVE WINDOW SYSTEM THAT
7 CREATES BOTH A UNIQUE EXTERIOR ELEVATION AND ARTICULATION AND
8 YOU CAN SEE, IN A MOCKUP MODEL OF THIS FROM THE INSIDE, WHAT
9 THE USE OF THAT SYSTEM CAN PROVIDE IN TERMS OF INTERIOR SPACE
10 AND VIEWS. ANOTHER PERSPECTIVE, YOU SEE THE SECOND TOWER,
11 WHICH IS 25 STORIES, WHICH WE JUST SPOKE ABOUT. THIS IS A SHOT
12 LOOKING FROM THE CORNER OF SECOND AND OLIVE AND WHAT GARY
13 PARTNERS HAS DONE HERE WE THINK IS A VERY CREATIVE APPROACH, A
14 TERRACING BACK OF THE DIFFERENT LEVELS, STARTING WITH A
15 BOOKSTORE ON THE GROUND FLOOR, UP TO AND INCLUDING SOME OF THE
16 OUTDOOR SPACE FOR THE HOTEL AND THE CONDOMINIUMS AND THAT
17 SPACE STEPS BACK FROM THE CORNER, SO IT GREATLY REDUCES THE
18 MASS AND CONTRIBUTES TO THE FEELING OF OPENNESS. AGAIN, THE
19 SECOND TOWER. THIS IS THE TOWER WITH THE AFFORDABLE HOUSING
20 AND CONDOMINIUMS ABOVE IT. THERE IS, OF COURSE, JUST ONE ENTRY
21 FOR BOTH USES FOR THAT BUILDING WITH A GROCERY WRAPPING AROUND
22 THIS CORNER HERE OF FIRST AND OLIVE. THIS IS A SHOT OF THE
23 WINDOW SYSTEM THAT GARY PARTNERS EMPLOYED IN A PROJECT IN
24 DUSSELDORF, GERMANY, AND GIVES YOU AN IDEA OF THAT VERY
25 INNOVATIVE LOOK DRESSING UP WHAT'S AN OTHERWISE FAIRLY



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 CONVENTIONAL BUILDING. YOU SEE HOW THE WINDOW SYSTEM CAN
2 CREATE WINDOW SEATS AND A LOT OF SPACE FROM THE INTERIOR OF
3 THE UNITS. A SHOT LOOKING FROM THE NORTH. YOU CAN SEE HOW THE
4 CORNER OF FIRST AND GRAND COMPLEMENTS DISNEY HALL ACROSS THE
5 STREET. A SHOT FROM OLIVE STREET, WHICH, OF COURSE, IS JUST
6 DIVIDES TWO PARKING LOTS NOW. OLIVE STREET WILL BECOME A VERY
7 BUSY PEDESTRIAN ORIENTED RETAIL STREET ONCE THE SITE IS
8 DEVELOPED. AND THEN THERE IS THE ENTRY TO THE PARKING GARAGE
9 AND A PEDESTRIAN ENTRY IN THE MIDDLE OF THE BLOCK. AND,
10 FINALLY, A PERSPECTIVE FROM THE DISTANCE FROM THE NORTH OF HOW
11 THE SITE WOULD LOOK ARRAYED AGAINST THE SKYLINE OF DOWNTOWN.
12 AND SO NOT ONLY IS IT NOT OVERWHELMING BUT WHAT I THINK IT
13 REALLY ATTEMPTS TO DO, AND WE BELIEVE SUCCEEDS, IS CREATING A
14 SPECIAL PLACE AND THAT WAS CERTAINLY ONE OF THE CHARGES THAT
15 WE AND THE ARCHITECT HAD FROM THE BEGINNING. SO, AGAIN, WE'RE
16 HAPPY TO ANSWER ANY QUESTIONS THAT YOU MIGHT HAVE.

17

18 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY, SUPERVISOR MOLINA, DO YOU
19 WANT TO ADD ANYTHING?

20

21 **SUP. MOLINA:** NO. THE ITEM IS BEFORE US. IT WAS APPROVED
22 UNANIMOUSLY BY THE J.P.A.

23

24 **SUP. YAROSLAVSKY, CHAIRMAN:** YEAH. IS THE ONLY ITEM BEFORE US
25 IS THE APPROVAL OF THE CONCEPTUAL DESIGN, IS THAT...?



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1

2 **SUP. MOLINA:** THE SCHEMATIC DESIGN.

3

4 **SUP. YAROSLAVSKY, CHAIRMAN:** THE SCHEMATIC. THERE'S NO OTHER--
5 NO CHANGES IN ANY OF THE OTHER PROVISIONS OF THE...

6

7 **C.A.O. JANSSEN:** NO, IT'S JUST THE DESIGN.

8

9 **SUP. YAROSLAVSKY, CHAIRMAN:** YEAH. I JUST WANT TO SAY, I DID--
10 I WAS ONE OF THE PEOPLE WHO SAW THE MODEL AND I JUST WANT TO
11 COMMEND THE WORK YOU GUYS HAVE DONE ON THIS, BOTH YOU AND MR.
12 GARY, YOUR ARCHITECT. I THINK IT'S A REALLY DYNAMIC DESIGN AND
13 NOT ONLY ON THE GRAND AVENUE SIDE AND ON THE FIRST STREET SIDE
14 BUT ODDLY ENOUGH ON THE SECOND STREET SIDE, WHICH I THOUGHT
15 WAS IMPOSSIBLE TO MAKE INTERESTING. WHAT'S INTERESTING ABOUT
16 SECOND STREET? BUT NOW IT IS, WITH YOUR PLAN. SO I THINK
17 YOU'RE ON THE RIGHT TRACK. WE GOT A LOT OF OPPORTUNITIES YET
18 TO GO BUT-- TO BUILD ON THIS BUT CONGRATULATIONS ON THIS.
19 ANYBODY ELSE, MR. ANTONOVICH?

20

21 **SUP. ANTONOVICH:** RECENT PRESS REPORTS HAVE BEEN REPORTED THAT
22 THE DEVELOPER AND THE ARCHITECT HAVE CLASHED RELATIVE TO THE
23 PROJECT, "SOMETIMES BITTERLY" WAS THE QUOTE. IS THIS TRUE AND
24 DOES THIS IMPACT YOUR ABILITY TO COMPLETE THE PROJECT ON TIME
25 AND WITHIN BUDGET?



The Meeting Transcript of
The Los Angeles County Board of Supervisors

1

BILL WHITTY: SUPERVISOR, I DON'T THINK I'VE EVER WORKED ON A PROJECT WHERE WE HAVEN'T "CLASHED" WITH THE ARCHITECT. NOT ONLY HAS IT NOT, I THINK, HINDERED US BUT THERE'S ANOTHER COMPONENT OF THAT ARTICLE WHICH I THINK MAKES, IN HINDSIGHT, WHAT I CAN SAY IS A CORRECT STATEMENT THAT THE END PRODUCT IS PROBABLY BETTER OFF BECAUSE THERE HAS BEEN A BACK AND FORTH. AND I COMMEND GARY PARTNERS FOR PRODUCING THE SCHEME THAT YOU SEE BEFORE US BECAUSE I THINK IT'S A REALLY CREATIVE APPROACH TO THE CHALLENGE THAT WE HAD.

11

SUP. ANTONOVICH: IT'S REPORTED A SECOND ARCHITECTURAL FIRM WAS BROUGHT IN TO ASSIST. DOES THIS ALSO IMPACT YOUR ABILITY TO COMPLETE THE PROJECT ON TIME?

15

BILL WHITTY: YEAH. A SECOND ARCHITECT IS BRINGING H.K.S. PARTNERS TO DO THE WORKING DRAWINGS AND, FRANKLY, THE PRINCIPLE REASON FOR THAT, AS YOU SUGGEST, DEALT WITH SCHEDULE BUT NOT BECAUSE OF A CLASH BUT BECAUSE GARY PARTNERS IS SO BUSY WITH SO MANY PROJECTS, I THINK WE COLLECTIVELY FELT, TO STAY ON AN EFFICIENT TIMETABLE, THAT IT WOULD BE BEST FOR ALL PARTIES.

23

SUP. ANTONOVICH: AND WITHIN BUDGET.

25



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **BILL WHITTY:** AND WITHIN BUDGET.

2

3 **SUP. ANTONOVICH:** THE CHANGE OF ONE LANDSCAPE FIRM FOR ANOTHER,
4 DOES THAT IMPACT YOUR ABILITY OR THE BUDGET?

5

6 **BILL WHITTY:** THAT WAS ACTUALLY A MISSTATEMENT. THERE REALLY
7 WASN'T A CHANGE OF THE LANDSCAPE FIRM. THE OLIN PARTNERSHIP
8 FIRM WAS RETAINED TO WORK ON THE ORIGINAL SITE PLAN AND HAD A
9 LOT OF INPUT INTO IT. NANCY POWERS' FIRM IS BEING BROUGHT IN
10 TO REALLY DO THE SPECIFICATIONS OF THE PLANTING AND THE
11 LANDSCAPING. IT REALLY ISN'T A CHANGE. THAT WAS ACTUALLY NOT
12 ACCURATE.

13

14 **SUP. ANTONOVICH:** HAVE YOU SIGNED A LEASE OR RECEIVED A LETTER
15 OF INTENT FROM APPLE COMPUTER, OFTEN MENTIONED AS A LIKELY
16 TENANT?

17

18 **BILL WHITTY:** NO.

19

20 **SUP. ANTONOVICH:** HOW ABOUT A LETTER OF INTENT FROM A MAJOR
21 BOOKSTORE?

22

23 **BILL WHITTY:** NO.

24



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **SUP. ANTONOVICH:** HOW ABOUT A LETTER OR LEASE FROM A
2 SUPERMARKET?

3

4 **BILL WHITTY:** NO.

5

6 **SUP. ANTONOVICH:** WHAT IS YOUR TIME FRAME ON GETTING THOSE
7 LETTERS?

8

9 **BILL WHITTY:** AS SOON AS POSSIBLE. WE FIND THAT, ON ANY RETAIL
10 PROJECT, LET ALONE ONE THIS COMPLICATED, IT TAKES TIME,
11 ESPECIALLY THIS EARLY IN THE PROCESS WHEN THE DESIGN IS STILL
12 BEING WORKED, OUT TO FORMALLY EXECUTE LETTERS OF INTENT. IT'S
13 QUITE NORMAL FOR THAT TO TAKE AWHILE BUT WE'RE-- WE FEEL WE'RE
14 IN A PRETTY GOOD PLACE NOW.

15

16 **SUP. ANTONOVICH:** HAS THE ARCHITECT RESOLVED THE GLAZING OR
17 OTHER MATERIALS WHICH WOULD BE USED TO ACHIEVE THE INTENDED
18 SHADING OF THE WINDOWS OF THE PRIMARY HOTEL CONDO PROJECT?

19

20 **BILL WHITTY:** WE ARE STILL IN THE PROCESS OF FINALIZING-- WELL,
21 A COUPLE OF THINGS. FIRST OF ALL, THERE IS A STUDY UNDERWAY
22 RIGHT NOW WITH THE SAME FIRM THAT DID THE GLARE STUDY FOR
23 DISNEY HALL. IT SHOULD BE AVAILABLE IN ABOUT 3 TO 4 WEEKS.
24 WHEN WE COMPLETE DESIGN DEVELOPMENT DRAWINGS OVER THE NEXT SIX



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 MONTHS, WE ARE ALSO OBLIGED TO COME BACK WITH MATERIALS AND A
2 LANDSCAPE PLAN AND AN ART PLAN.

3

4 **SUP. ANTONOVICH:** THE GUIDELINES OF THE CITY'S COMMUNITY
5 REDEVELOPMENT AGENCY, THEY PROHIBIT THE USE OF REFLECTIVE
6 GLASS?

7

8 **BILL WHITTY:** THEY DISCOURAGE THE USE OF REFLECTIVE GLASS AND
9 IT WAS FRANKLY WITH THEIR INPUT, IN PART, THAT WE ARE
10 CONDUCTING THIS STUDY.

11

12 **SUP. ANTONOVICH:** SO WHO WOULD PREVAIL IN A CONFLICT OR
13 DIFFERENCES OF OPINION?

14

15 **BILL WHITTY:** WELL, I'LL STAND CORRECTED ON THIS BUT I THINK
16 EACH OF THE AUTHORIZING BODIES HAVE TO APPROVE SO....

17

18 **SUP. ANTONOVICH:** SO THEY HAVE TO GO ALONG WITH...

19

20 **BILL WHITTY:** RIGHT.

21

22 **SUP. ANTONOVICH:** THE ELEVATIONS ALONG FIRST, OLIVE AND SECOND
23 STREET APPEAR TO BE SUFFERING FROM THE DESIGNER'S FOCUS ON
24 GRAND AVENUE. WHAT IS RELATED DOING TO ADDRESS THIS AESTHETICS
25 ALONG THE STREETS, PARTICULARLY IN TERMS OF MAKING IT MORE



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 PEDESTRIAN FRIENDLY, GIVEN THE NUMBER OF DRIVEWAYS AND CHANGES
2 IN ELEVATION?

3

4 **BILL WHITTY:** ACTUALLY, I'M NOT SURE I AGREE WITH THAT
5 ASSESSMENT. I THINK PART OF THE ISSUE IS, WHEN YOU'RE LOOKING
6 AT A MODEL, AND IT'S ONLY A MODEL, BECAUSE THERE IS A GREATER
7 MASSING ALONG OLIVE STREET, IT CAN APPEAR THAT WAY BUT, IN
8 FACT, I THINK, WHEN YOU SEE THE FINAL LANDSCAPE PLAN AND SOME
9 OF THE MATERIALS AND DETAILS, THAT IT WILL LOOK QUITE DYNAMIC
10 AND MUCH MORE PEDESTRIAN FRIENDLY ON THOSE BLOCKS. IT IS,
11 HOWEVER, UNAVOIDABLE THAT YOU HAVE A CURB CUT FOR THE PARKING
12 GARAGE, WHICH IS, OF COURSE, YOU DON'T AND WOULDN'T BE ALLOWED
13 TO ON GRAND AVENUE.

14

15 **SUP. ANTONOVICH:** WILL ANY OF THE BUILDINGS IN PHASE I BE GREEN
16 BUILDINGS? AND DO YOU INTEND TO SEEK ANY L.E.E.D.
17 CERTIFICATIONS?

18

19 **BILL WHITTY:** YES, WE DO. WE ARE WORKING OUT THE LEVEL OF
20 L.E.E.D. DESIGNATION, BUT WE DO INTEND TO SEEK A L.E.E.D.
21 DESIGNATION.

22

23 **SUP. ANTONOVICH:** AND IT WILL NOT IMPACT THE COST OR DESIGN OF
24 THE BUILDINGS AND THE CONSTRUCTION SCHEDULE?

25



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **BILL WHITTY:** IT CERTAINLY WILL NOT IMPACT THE CONSTRUCTION
2 SCHEDULE AND WE BELIEVE IT CAN BE ACCOMMODATED WITHIN THE COST
3 BECAUSE, FRANKLY, WITH HIGH-RISE BUILDINGS NOW, A LARGE NUMBER
4 OF THE THINGS THAT YOU HAVE TO DO TO GET THAT DESIGNATION, YOU
5 ALREADY HAVE TO DO TO MEET CODE.

6

7 **SUP. ANTONOVICH:** DO YOU HAVE ANY PLANS TO INCLUDE A CHILDCARE
8 CENTER IN PHASE I?

9

10 **BILL WHITTY:** NO.

11

12 **SUP. ANTONOVICH:** DO YOU HAVE ANY PLANS FOR A CHILDCARE CENTER
13 IN ANY FUTURE PHASE?

14

15 **BILL WHITTY:** WE DON'T KNOW YET.

16

17 **SUP. ANTONOVICH:** WHEN DO YOU FIND THAT DECISION...

18

19 **BILL WHITTY:** WELL, WE HAVEN'T REALLY FOCUSED ON THE SPECIFIC
20 PLANS FOR PHASES 2 OR 3 YET. I MEAN, WE HAVE TO GET AN
21 APPROVABLE, DELIVERABLE DEAL ON PHASE I FIRST.

22

23 **SUP. ANTONOVICH:** DOES RELATED INTEND TO APPROACH THE COUNTY
24 AND REQUEST TO REPHASE THE PROJECT?

25



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **BILL WHITTY:** WE HAVE NO INTENTION TO DO SO AT THIS TIME.

2

3 **SUP. ANTONOVICH:** AND GIVEN PUBLIC CONCERNS ABOUT LOCAL
4 GOVERNMENT SUBSIDIZING PRIVATE DEVELOPMENT PROJECTS, ARE YOU
5 WILLING TO COMMIT THAT RELATED WOULD NOT REQUEST FUNDING FOR
6 DIRECT SUBSIDIES FROM THE COUNTY OR CITY OR FEE CREDITS OR
7 WAIVERS OR CREDITS OR WAIVERS OF LOCAL TAXES?

8

9 **BILL WHITTY:** WELL, WE ALREADY HAVE-- IF YOU'RE SAYING IN
10 ADDITION TO THOSE THAT ARE ALREADY APPROVED, BASED ON WHAT WE
11 KNOW TODAY, WE DON'T EXPECT TO ASK FOR ADDITIONAL ASSISTANCE.

12

13 **SUP. ANTONOVICH:** MR. JANSSEN, ARE YOU CONCERNED THAT CHANGES
14 IN THE CONSULTING TEAM WOULD BRING IN A SECOND DESIGN
15 ARCHITECT AND A NEW LANDSCAPE ARCHITECT WHICH COULD LEAD TO
16 COST OVERRUNS OR DELAYS IN THE SCHEDULE?

17

18 **C.A.O. JANSSEN:** NO, WE'RE NOT, MR. CHAIRMAN, SUPERVISOR. WE
19 AGREE WITH MR. WHITTY THAT THE PROJECT IS ON TRACK, ON BUDGET.

20

21 **SUP. ANTONOVICH:** AND OVER THE PAST YEAR OR TWO, WE'VE
22 ENCOUNTERED, IN OTHER PROJECTS, DELAYS BECAUSE OF THE RISING
23 CONSTRUCTION COSTS. DO WE EXPECT THAT TO HAPPEN ON THIS
24 PROJECT?

25



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **C.A.O. JANSSEN:** I THINK THAT THEY HAVE ALREADY ACCOUNTED FOR
2 THE SIGNIFICANT INCREASE IN COST BECAUSE OF THE TIMING OF THE
3 PROJECT. THIS WOULD HAVE BEEN NICE TO HAVE BEEN BUILT FIVE
4 YEARS AGO, BUT THEY'VE ALREADY ACCOUNTED FOR WHAT WE THINK ARE
5 THE ANTICIPATED INCREASED COSTS OF THE PROJECT.

6

7 **SUP. ANTONOVICH:** AND HAVE YOU BEEN APPROACHED BY POTENTIALLY
8 RE-PHASING THE GRAND AVENUE PROJECT?

9

10 **C.A.O. JANSSEN:** NO.

11

12 **SUP. ANTONOVICH:** AND, IN RECENT ACTIONS OF OUR BOARD, WE
13 DIRECTED STAFF TO INVESTIGATE REQUIRING ALL COUNTY PROJECTS TO
14 SEEK L.E.E.D. CERTIFICATION. IS THAT REQUIREMENT BEING
15 CONSIDERED FOR THIS PROJECT?

16

17 **C.A.O. JANSSEN:** YES.

18

19 **SUP. ANTONOVICH:** WHAT PROGRESS HAS BEEN MADE ON THE CIVIC
20 PARK?

21

22 **SUP. MOLINA:** MR. WHITTY CAN TELL US.

23

24 **C.A.O. JANSSEN:** RIGHT.

25



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **BILL WHITTY:** AS WE EXPLAINED DURING THE JOINT POWERS AUTHORITY
2 MEETING, WE HAVE BEGUN THESE SCHEMATIC DESIGN PROCESS AND ARE
3 WELL UNDERWAY WITH THE FIRST STEP OF THAT, HAVING RETAINED A
4 CIVIL ENGINEER TO STUDY THE COST AND PLANS FOR SOME OF THE
5 INFRASTRUCTURE IMPROVEMENTS; NOTABLY, THE CHANGING OF THE
6 RAMPS AND BASICALLY THE INFRASTRUCTURE FOR THE WHOLE PROJECT.
7 WE EXPECT TO HAVE A COMPLETED SCHEMATIC DESIGN BY THE EARLY
8 FALL.

9

10 **SUP. ANTONOVICH:** IN MY DISCUSSIONS WITH MEMBERS OF THE
11 JUDICIARY AND LEGAL COMMUNITY, THERE'S CONCERN ABOUT PARKING,
12 BOTH SHORT-TERM AND LONG-TERM FOR JURORS AND OTHERS. WHAT ARE
13 WE DOING TO ENSURE THAT THAT PARKING WILL ALWAYS BE AVAILABLE
14 FOR THOSE WHO WORK WITHIN OUR COURTS AND ARE CALLED UPON TO
15 SERVE OUR COURTS AS JURORS?

16

17 **C.A.O. JANSSEN:** WE BELIEVE AND, JOHN, CORRECT ME IF I AM
18 WRONG, WE BELIEVE THAT THERE'S ADEQUATE PARKING DOWNTOWN NOW
19 TO DEAL WITH OUR OBLIGATION TO THE JURORS AND THE COURTS. PART
20 OF...

21

22 **SUP. ANTONOVICH:** NO, NO, NO, NO, NO. I'VE SERVED ON JURY DUTY
23 AND THERE'S STILL A CONCERN.

24



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **C.A.O. JANSSEN:** WELL, I DIDN'T SAY THERE WASN'T A CONCERN BUT
2 THERE IS ADEQUATE PARKING. NOW, IT MAY NOT BE ADJACENT.

3

4 **SUP. ANTONOVICH:** BUT WHEN WE'RE TALKING ABOUT PEOPLE WHO NOT
5 NECESSARILY ARE ACTIVE MEMBERS IN THEIR NEIGHBORHOOD GYM AND
6 YOU CONSIDER THE TYPE OF GEOGRAPHY THAT THIS FACILITY IS
7 LOCATED ON IN THE HILLS, IT'S NOT CONVENIENT FOR SOME OF THE
8 OLDER PEOPLE.

9

10 **C.A.O. JANSSEN:** WELL, WE HAVE PARKING THAT'S NOT, I BELIEVE
11 LOT-- WHAT'S THE LOT? GET UP HERE, JOHN, AND ANSWER THE
12 QUESTION. JOHN EDMUNDSON OF MY STAFF.

13

14 **JOHN EDMUNDSON:** THE PARKING FOR THE JURORS WILL BE MOVED TO
15 DISNEY CONCERT HALL AND THE CRIMINAL COURTS BUILDING WILL USE
16 AUTO PARK TEN, WHICH IS COURT OF FLAGS.

17

18 **SUP. ANTONOVICH:** USE WHICH?

19

20 **JOHN EDMUNDSON:** COURT OF FLAGS.

21

22 **C.A.O. JANSSEN:** IMMEDIATELY IN THE NEXT BLOCK.

23



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **SUP. ANTONOVICH:** AND THERE WILL BE ADEQUATE TEMPORARY AND
2 LONG-TERM PARKING THAT THE PARKING NEEDS WILL ALWAYS BE A
3 PRIORITY?

4

5 **JOHN EDMUNDSON:** THE COUNTY IS REQUIRED TO PROVIDE PARKING FOR
6 JURORS AND, UNDER THE CURRENT COURTHOUSE CONFIGURATION, THE
7 ANSWER IS YES.

8

9 **SUP. ANTONOVICH:** BECAUSE ONE OF THE PROBLEMS WITH THE COURTS
10 IS, IF THEY HAVE A DELAY IN GETTING JURORS TO THE COURTROOM,
11 THAT DELAYS THE TRIAL AND YOU KNOW THE DELAYS THAT WE HAVE.
12 ALSO, THE COURTS HAVE NOT BEEN -- ARE NOT IN-- THERE ARE NO
13 PLANS TO MOVE THE COURT. THERE IS NO FUNDING AVAILABLE TO
14 BUILD A NEW COURTHOUSE AND THE-- THERE ARE SOME MEMBERS OF THE
15 JUDICIARY WHO THOUGHT THERE IS NOT ENOUGH FORETHOUGHT IN THE
16 PROJECT BECAUSE OF THE IMPACT. THERE WAS SOME DISCUSSION THAT
17 THE COURT WOULD BE REPLACED BUT THAT'S NOT IN THE LONG-TERM
18 PLAN WITH FUNDING AVAILABLE AT THE STATE LEVEL AT THIS TIME OR
19 IN THE NEAR FUTURE.

20

21 **C.A.O. JANSSEN:** THAT'S CORRECT. THE COST TO REPLACE THE MAIN
22 COURTHOUSE IS GOING TO BE CLOSE TO 7 OR \$800 MILLION AND IT'S
23 NOT IN THE PRIORITY LIST OF THE STATE AT THIS TIME BUT THE
24 DEVELOPMENT OF THE PROJECT AND THE DEVELOPMENT OF THE PARK
25 BOTH ARE ASSUMING AT THIS POINT THAT THE COURTS REMAIN EXACTLY



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 WHERE THEY ARE AND I THINK, IN TERMS OF THE JURORS, THE
2 ADDITION OF THIS PROJECT IS GOING TO BE HUGE BENEFICIAL TO
3 THE JURORS WHO HAVE TO COME DOWNTOWN NOW TO THIS AREA OF THE
4 COUNTY AND, ON LUNCH BREAKS OR OTHER BREAKS, REALLY, THEIR
5 CHOICES ARE CAFETERIA. THIS IS GOING TO BE REALLY A BENEFIT TO
6 THE JURORS AS WELL AS TO DOWNTOWN LOS ANGELES BUT, NO, THAT
7 COURTHOUSE IS GOING TO BE THERE FOR SOME TIME, I THINK.

8

9 **SUP. ANTONOVICH:** AND ALSO THE HALL OF ADMINISTRATION.

10

11 **C.A.O. JANSSEN:** THAT DECISION, THE HALL OF ADMINISTRATION, THE
12 DECISION HAS TO BE MADE BEFORE NEXT SUMMER, SO YOU HAVE
13 ANOTHER YEAR TO DECIDE WHAT TO DO ABOUT IT.

14

15 **SUP. ANTONOVICH:** RIGHT. BUT THERE'S NO FUNDING IN PLACE TODAY.

16

17 **C.A.O. JANSSEN:** WE'VE SET ASIDE, I THINK, ONLY ABOUT A HUNDRED
18 MILLION DOLLARS TOWARD REPLACING THIS BUILDING AND IT'S GOING
19 TO COST SUBSTANTIALLY MORE THAN THAT SO...

20

21 **SUP. ANTONOVICH:** RIGHT. AND THE COURTHOUSE AND THE HALL OF
22 ADMINISTRATION WOULD EXCEED, TOTAL OVER A BILLION DOLLARS.

23

24 **C.A.O. JANSSEN:** YES. ABSOLUTELY. BUT, AGAIN, THE WHOLE PROJECT
25 IS DESIGNED WITH THEM IN PLACE.



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1

2 **SUP. ANTONOVICH:** RIGHT. HOW MUCH WOULD THE RAMPS COST?

3

4 **BILL WHITTY:** IF YOU'RE TALKING ABOUT THE RAMPS ON GRAND
5 AVENUE, THE LAST ESTIMATE WE HAD WAS IN THE ORDER OF 5 OR \$6
6 MILLION. WE'RE REFINING THAT WITH THE ENGINEER NOW.

7

8 **SUP. ANTONOVICH:** BECAUSE THERE WERE ESTIMATES, I BELIEVE, WAS
9 IT 25 MILLION AND YOU INDICATED IT WOULD BE, I THINK, AT THE
10 TIME, AT THE LAST HEARING, YOU SOUGHT APPROXIMATELY 7 MILLION.

11

12 **BILL WHITTY:** YEAH. I NEVER HEARD OF 25 MILLION. EARLY ON,
13 BEFORE WE GOT STARTED, WE HEARD OF ESTIMATES AROUND 12 OR 13
14 MILLION. AND I'D SAY, I DON'T KNOW EXACTLY, BETWEEN 5, 6, 7,
15 IN THAT RANGE, IS, I THINK, PROBABLY APPROPRIATE.

16

17 **SUP. ANTONOVICH:** THANK YOU.

18

19 **SUP. YAROSLAVSKY, CHAIRMAN:** ALL RIGHT. ANY OTHER-- SUPERVISOR
20 KNABE?

21

22 **SUP. KNABE:** NO, I JUST, I WANTED TO ADD, I, TOO, HAD THE
23 PRIVILEGE OF VIEWING THE MODEL AND WAS VERY HAPPY WITH WHAT
24 THEY WERE ABLE TO COME UP WITH, SOME REALLY THINKING OUTSIDE
25 OF THE BOX AND REALLY SOME GREAT OPPORTUNITIES AND CREATIVE



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 OPPORTUNITIES. THE ACTION BEFORE US TODAY THOUGH IS JUST THE
2 SCHEMATIC ITSELF, RIGHT? THE DECISION, AS IT RELATES TO SOME
3 OTHER PLACEMENTS, WHETHER THIS HAS TO BE MADE BY NEXT SUMMER,
4 SO THAT'S STILL IN THE MIX AND WE STILL WOULD HAVE ANOTHER
5 LOOK AT THAT, IS THAT CORRECT?

6

7 **C.A.O. JANSSEN:** THAT'S CORRECT.

8

9 **SUP. KNABE:** OKAY. BUT, ANYWAY, I THINK THEY'VE DONE AN
10 ADMIRABLE JOB IN-- THIS CAN BE AN EXCITING OPPORTUNITY FOR
11 DOWNTOWN HERE.

12

13 **SUP. YAROSLAVSKY, CHAIRMAN:** SUPERVISOR BURKE.

14

15 **SUP. BURKE:** I DO THINK THIS IS A VERY EXCITING OPPORTUNITY. I
16 HAVE TAKEN AN OPPORTUNITY TO LOOK AT BOTH MODELS, THE EARLY
17 MODEL AND THEN, A COUPLE WEEKS AGO, I WENT OUT TO REVIEW THE
18 FINAL MODEL. OF COURSE, I ALSO THINK IT WOULD BE GREAT IF WE
19 COULD HAVE THIS ADMINISTRATION BUILDING WHERE YOU HAVE THE
20 COURT OF FLAGS AT THIS POINT AND I THINK IT WOULD BE AN
21 OPPORTUNITY FOR US TO HAVE A REAL CIVIC CENTER WHERE THE
22 COUNTY BUILDING, ADMINISTRATION BUILDING FACES THE CITY HALL
23 AND I KNOW THAT MR. GARY HAS COME UP WITH SOME GREAT IDEAS
24 THAT WAY BUT THIS IS A REAL STEP FORWARD FOR DOWNTOWN LOS
25 ANGELES AND IT'S GOING TO MAKE THE DIFFERENCE BETWEEN LOS



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 ANGELES AS A CITY AND AS AN INTERNATIONAL CITY, BECAUSE WE
2 HAVE SO MANY ATTRACTIONS HERE, IT'S JUST A MATTER WE NEED TO
3 CATCH UP WITH ALL OF THE THINGS THAT ARE HAPPENING AND IT'S
4 TIME.

5

6 **SUP. MOLINA:** MR. CHAIRMAN, I APPRECIATE ALL THE COMMENTS. AS
7 YOU LOOK AT THE MODEL, YOU REALLY CAN SEE, AS SOMEBODY SAID,
8 VERY DYNAMIC. WHAT'S INTERESTING ABOUT IT, IT'S VERY UNIQUE
9 THAT THERE'S NO OTHER FACILITY, NO OTHER AREA IN DOWNTOWN LIKE
10 THAT. IT IS GOING TO BE PEDESTRIAN FRIENDLY, IT IS GOING TO
11 HAVE LANDSCAPING THAT I THINK IS GOING TO PROVIDE A REAL
12 OPPORTUNITY FOR PEOPLE TO BE INVITED IN. MOST OF THE BUILDINGS
13 THAT WE'VE CREATED DOWNTOWN ARE THESE WALLED STRUCTURES THAT
14 YOU CAN'T FIND YOUR WAY IN. IN MANY INSTANCES, SOME OF THEM
15 HAVE NICE COURTYARDS AND ALL IN THE MIDDLE BUT YOU CAN'T FIND
16 YOUR WAY IN. THEY'RE LOOKING AT ALL OF THOSE THINGS. THEY'VE
17 BEEN WORKING WITH US AS WELL AND THE PARK. IT'S GOING TO BE A
18 COMPLIMENT TO, I THINK, TO ALL OF US TO HAVE THIS GREEN SPACE
19 ENHANCED. IT'S BETWEEN THE TWO BUILDINGS AND HOPEFULLY
20 EVENTUALLY WE'RE GOING TO HAVE AN OPPORTUNITY TO DEAL ON A
21 MUCH LARGER BUT I REALLY WANT TO COMMEND THE RELATED COMPANIES
22 BECAUSE THIS HAS BEEN A REAL CHALLENGE FOR THEM, NOT JUST A
23 CHALLENGE OF WORKING WITH VERY CREATIVE ARCHITECTS THAT
24 PROBABLY MAKE THE EXPENSES GO UP ALL OF THE TIME BUT WORKING
25 COLLABORATIVELY AND REALLY COMING UP WITH SOMETHING THAT'S



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 GOING TO WORK WELL FOR ALL OF US. IT'S GOING TO BE CREATIVE,
2 IT'S GOING TO BE UNIQUE, IT IS GOING TO BE-- SOMETHING IS
3 GOING TO BE NOT ONLY MAKE THAT SPACE DYNAMIC BUT IT'S REALLY
4 GOING TO ADD VERY, VERY DYNAMIC OPPORTUNITY FOR ALL OF
5 DOWNTOWN LOS ANGELES. BUT THE RELATED COMPANIES HAVE BEEN
6 STRUGGLING WITH IT ALL AND I REALLY WANT TO APPRECIATE BILL
7 AND THE WORK THAT HE HAS DONE AND STICKING WITH IT AND MEETING
8 ALL OF THOSE CHALLENGES. I KNOW IT'S TOUGH BUT WE APPRECIATE
9 HIS LEADERSHIP AND HIS WORK, AS WELL AS MARTHA, IN
10 COORDINATING ALL OF US. SO THIS IS A BIG STEP AND WE'RE VERY,
11 VERY PROUD TO BE HERE BUT, MORE IMPORTANTLY, WE'RE REALLY
12 PROUD TO HAVE THE SUPPORT OF THE COUNTY BOARD OF SUPERVISORS
13 FOR THIS PROJECT, AND I THINK, AT THE END OF THE DAY, WE'RE
14 ALL GOING TO BE TREMENDOUSLY PROUD OF IT.

15

16 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY. THANK YOU ALL FOR YOUR
17 CONTINUED GOOD WORK AND YOUR PATIENCE AND LOOK FORWARD TO THE
18 NEXT STAGE. SUPERVISOR MOLINA MOVES, I WILL SECOND. WITHOUT
19 OBJECTION...

20

21 **SUP. ANTONOVICH:** I'M GOING TO VOTE "NO" BECAUSE IT'S STILL
22 USING PUBLIC MONEY.

23

24 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY. WITH ONE OBJECTION, MR.
25 ANTONOVICH WILL BE RECORDED AS A "NO" VOTE, RECORD A 4-TO-1



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 VOTE. THANK YOU ALL VERY MUCH. THAT WAS ITEM NUMBER S-1. CAN
2 WE JUST TAKE UP ITEM 2? I DON'T THINK IT WILL TAKE LONG. MR.
3 KNABE, YOU HELD IT. IS THAT THE LEGENDARY NELSON RISING? GOOD
4 TO HAVE YOU HERE.

5

6 **SUP. KNABE:** I'M TRYING TO FIND MY DOCUMENT HERE. ITEM 2, I
7 MEAN, AGAIN, I JUST GO BACK TO THE ISSUE. AS I UNDERSTAND IT,
8 THE IMPLEMENTATION THAT P.U.C. RECOMMENDATIONS IS TO START ON
9 JULY 1ST OF THIS YEAR AND AS IT RELATES TO THIS WHOLE SOLAR
10 ENERGY THING AND I JUST FIND IT PREMATURE TO GO AFTER A PIECE
11 OF LEGISLATION THAT INCLUDES A TAX WHEN YOU REALLY HAVEN'T HAD
12 THE OPPORTUNITY TO ALLOW TO SEE WHAT'S GOING TO HAPPEN ON THIS
13 PREVIOUS ALLOCATION OF DOLLARS. SO THAT'S...

14

15 **SUP. YAROSLAVSKY, CHAIRMAN:** I UNDERSTOOD THAT THERE HAD BEEN--
16 MR. JANSSEN, THERE HAVE BEEN SOME AMENDMENTS ON THIS BILL
17 SINCE THE LAST TIME WE HAD IT TWO WEEKS AGO?

18

19 **C.A.O. JANSSEN:** I'M GOING TO ASK DAVE LAMBERTSON TO RESPOND TO
20 THAT. THERE HAVE BEEN SOME AMENDMENTS TO THE BILL. I'M NOT
21 SURE THEY ADDRESS THE QUESTION THAT SUPERVISOR KNABE RAISED
22 BUT WHAT CHANGES HAVE BEEN MADE TO THE BILL?

23

24 **DAVE LAMBERTSON:** DAVE LAMBERTSON, DIRECTOR OF INTERNAL
25 SERVICES DEPARTMENT. WITH ME IS HOWARD CHOI FROM I.S.D.'S



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 ENERGY MANAGEMENT DIVISION. SPECIFICALLY TO WHAT SUPERVISOR
2 KNABE WAS REFERENCING, ONE CHANGE IN THE BILL WAS AN
3 INSTRUCTION TO THE C.P.U.C. TO USE THE DATA FROM THE SAN DIEGO
4 PILOT, THE S.D.R.E.O. PILOT, IN FORMULATING THE PROGRAM
5 PARAMETERS. THE SPECIFIC LANGUAGE IS, "AFTER MEANINGFUL DATA
6 IS AVAILABLE AND EVALUATED BY THE COMMISSION, THE C.P.U.C.,
7 FROM THE SOLAR WATER HEATING PILOT PROJECT CONDUCTED BY THE
8 SAN DIEGO REGIONAL ENERGY ORGANIZATION AND THE APPROPRIATE
9 LEVEL AND TYPE OF INCENTIVES NEEDED TO PROMOTE THE
10 INSTALLATION OF SOLAR WATER HEATING..." ET CETERA, ET CETERA,
11 AND THEN DEVELOP THE PARAMETERS OF THE PROGRAM, INCLUDING THE
12 SURCHARGE AMOUNT, INCENTIVE ALLOCATIONS, ET CETERA.

13

14 **SUP. KNABE:** BUT THE LEGISLATION STILL INCLUDES A TAX?

15

16 **DAVE LAMBERTSON:** IT INCLUDES A SURCHARGE, THE AMOUNT TO BE...

17

18 **SUP. KNABE:** A TAX. CALL IT WHAT YOU WANT.

19

20 **SUP. YAROSLAVSKY, CHAIRMAN:** ALL RIGHT. FINISH. IT INCLUDES THE
21 SURCHARGE AND WHAT?

22

23 **DAVE LAMBERTSON:** AND AN AMOUNT FOR THE C.P.U.C. TO DETERMINE
24 TO MEET THE 10-YEAR OBJECTIVE, THEIR ESTIMATE IS 13 CENTS PER
25 MONTH FOR AN AVERAGE GAS BILL OF \$60 A MONTH.



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1

2 **SUP. YAROSLAVSKY, CHAIRMAN:** AND YOUR DEPARTMENT IS SUPPORTING
3 THIS?

4

5 **DAVE LAMBERTSON:** YES.

6

7 **SUP. MOLINA:** CAN I ASK A QUESTION?

8

9 **SUP. YAROSLAVSKY, CHAIRMAN:** MS. MOLINA, YEAH.

10

11 **SUP. MOLINA:** LET ME UNDERSTAND. THIS POOL OF MONEY THAT IS
12 GOING TO BE COLLECTED, EVEN THOUGH IT'S NOT GOING TO BE
13 IMPLEMENTED RIGHT AWAY, WHEN WOULD IT BE IMPLEMENTED? ONCE THE
14 MONEY IS COLLECTED.

15

16 **DAVE LAMBERTSON:** I THINK THE MOST LIKELY START DATE FOR
17 IMPLEMENTATION OF A PROGRAM IS AUGUST 2008, THE BILL SUNSETS
18 IN 2018 AND IT'S A 10-YEAR BILL. THEY MAY START WORK ON SOME
19 OF THE PARAMETERS OF THE PROGRAM BEFORE THAT.

20

21 **SUP. MOLINA:** BUT, IN 2008, THEY START COLLECTING BUT AT WHAT
22 POINT IN TIME ARE THEY GOING TO MAKE IT AVAILABLE FOR YOU TO
23 DIP INTO IT YOURSELF?

24



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **DAVE LAMBERTSON:** I DON'T KNOW THE EXACT DATE OF THAT BECAUSE
2 THEY HAVE TO DEVELOP THE PARAMETERS OF THE PROGRAM FIRST. MY
3 BEST GUESS IS SOMEWHERE IN THE SUMMER OF 2008.

4

5 **SUP. MOLINA:** BUT THE POINT OF THE FUND IS TO CREATE INCENTIVES
6 FOR HOMEOWNERS TO INSTALL THIS EQUIPMENT, CORRECT?

7

8 **DAVE LAMBERTSON:** YES, OVER A 10-YEAR PERIOD.

9

10 **SUP. MOLINA:** OVER A 10-YEAR PERIOD.

11

12 **DAVE LAMBERTSON:** IT'S A 10-YEAR PROGRAM.

13

14 **SUP. MOLINA:** AND THE PILOT THAT IS GOING ON IN SAN DIEGO IS
15 DOING WHAT? WHAT IS IT DOING?

16

17 **DAVE LAMBERTSON:** THE PILOT IN SAN DIEGO IS A SIMILAR PROGRAM
18 EXCEPT IT'S ON A MUCH SMALLER, WHAT I WOULD CALL A MICRO
19 SCALE., IN COMPARISON TO THE A.B. 1470. IN THE REPORT THAT I
20 SUBMITTED TO THE BOARD LAST WEEK, I GAVE A COMPARISON OF THE
21 TWO PROGRAMS. THE SAN DIEGO PROGRAM WOULD ONLY TARGET 750
22 HOMES OVER THE PERIOD OF TIME THAT IT EXISTED, AS OPPOSED TO
23 A.B. 1470, WHICH WOULD TARGET 200,000 HOMES. AND WHILE, IN
24 ABSTRACT, THAT MAY SEEM LIKE A LARGE NUMBER, IT IS ONLY 1.7
25 PERCENT OF THE RESIDENCES IN CALIFORNIA THAT THEY BELIEVE THE



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 PROGRAM WOULD BE ELIGIBLE FOR. AS I TESTIFIED THREE WEEKS AGO,
2 I THINK, THREE WEEKS AGO, WE SUPPORT A.B. 1470 BECAUSE WE
3 THINK, EVEN AT THAT LEVEL, IT'S 200,000 HOMES OUT OF ALL THE
4 HOMES IN CALIFORNIA, IT'S STILL A PILOT PROGRAM, AND THAT
5 LEVEL IS NEEDED TO INCENTIVIZE THE INDUSTRY IN ORDER TO LOWER
6 PRICES FOR THE SOLAR HEATING INSTALLATIONS.

7

8 **SUP. MOLINA:** SO, AGAIN, THAT'S WHAT WE THINK IS GOING TO
9 HAPPEN? BY CREATING THE INCENTIVES, IT IS GOING TO BRING DOWN
10 THE PRICE?

11

12 **DAVE LAMBERTSON:** YES. THAT'S THE THEORY.

13

14 **HOWARD CHOI:** THAT'S ALSO THE THEORY IN THE SOLAR POWER BILL,
15 S.B. 1, THAT WAS PASSED 10 TIMES BIGGER WITH THE GOAL OF
16 CREATING A LARGE ENOUGH SOLAR POWER MARKET TO BRING THE
17 INSTALLATION COSTS DOWN.

18

19 **SUP. MOLINA:** AND HAVING BEEN INVOLVED IN THE LEGISLATURE THE
20 LAST TIME AROUND WHEN SOLAR POWER INCENTIVES WERE PUT IN PLACE
21 AND, UNFORTUNATELY, I MEAN, IN THE LONG RUN, THEY DIDN'T
22 SUCCEED. WHY, BY COMPARISON TO THAT, WHY WOULDN'T THIS HAVE
23 SOME OF THE SAME PROBLEMS?

24



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **DAVE LAMBERTSON:** IF THE PROBLEMS YOU'RE REFERENCING ARE KIND
2 OF THE BIG UGLY BULKY NONEFFECTIVE UNITS THAT SET ON PEOPLE'S
3 HOUSES...

4

5 **SUP. MOLINA:** NONEFFECTIVE, I THINK, WAS THE RIGHT WORD BESIDES
6 UGLY AND BULKY.

7

8 **DAVE LAMBERTSON:** I THINK THE SHORT ANSWER IS IT'S BEEN 30
9 YEARS SINCE THAT PROGRAM WAS INITIATED. TECHNOLOGY HAS
10 CHANGED. THERE ARE MULTIPLE SOLAR INSTALLATIONS NOW. THEY'RE
11 MUCH MORE EFFICIENT SO THEY'VE JUST GOTTEN BETTER.

12

13 **SUP. MOLINA:** BUT IN THE ANALYSIS THAT WAS DONE BEFORE, THERE
14 WERE VERY FEW PEOPLE WHO DID PARTICIPATE IN THAT, NOT ONLY
15 BECAUSE IT WAS BULKY AND SO ON, BUT IT DIDN'T CREATE THE
16 INCENTIVES TO AT LEAST HAVE THIS TECHNOLOGY PROGRESS AT THAT
17 TIME. AND I GUESS I'M CONCERNED AS TO-- I DON'T MIND
18 COLLECTING THE MONEY. IT IS A SMALL AMOUNT OF MONEY AND I
19 THINK IT'S A GOOD PROGRAM TO DO-- TO BRING THIS TECHNOLOGY.
20 BUT I GUESS I'M TRYING TO UNDERSTAND IS WHAT PROTECTIONS WE'RE
21 GOING TO HAVE OF IT REALLY BEING THE KIND OF MODELING THAT IS
22 GOING TO CREATE A SUCCESSFUL INCENTIVE FOR BASIC FOLKS TO GET
23 THIS. I MEAN, IT MAY BECOME CHEAPER, I DON'T KNOW. BUT WE
24 DON'T KNOW WHAT IT COSTS NOW, RIGHT?

25



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **DAVE LAMBERTSON:** TO DO AN INSTALLATION? YES, WE DO.

2

3 **SUP. MOLINA:** HOW MUCH DOES IT COST NOW IN SAN DIEGO?

4

5 **DAVE LAMBERTSON:** IT'S \$3,000 FOR A NEW HOME. IT'S \$6,000 FOR
6 AN EXISTING HOME, ON AVERAGE FOR AN INSTALLATION.

7

8 **SUP. MOLINA:** AND, UNDER THE SAN DIEGO MODEL, WHAT KIND OF
9 INCENTIVE ARE THEY CREATING THERE?

10

11 **HOWARD CHOI:** IT WOULD BE ABOUT 20 PERCENT OF THE COST.

12

13 **SUP. MOLINA:** SO DO YOU THINK THAT THE MODEL THAT THEY WOULD
14 CREATE FROM-- FOR THE STATE WOULD BE A SIMILAR ONE?

15

16 **HOWARD CHOI:** YES, I BELIEVE THAT IT WOULD BE.

17

18 **SUP. MOLINA:** AND SO THE SAVINGS IN SOLAR WOULD BE WHAT
19 PERCENTAGE? IF YOU INVESTED IN THE \$6,000...

20

21 **DAVE LAMBERTSON:** IN THE SAN DIEGO PILOT, IN AGGREGATE, WE
22 EXPECT THERE TO BE \$150,000 IN ANNUAL GAS SAVINGS.

23

24 **SUP. MOLINA:** WHAT ABOUT THE INDIVIDUAL?

25



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **DAVE LAMBERTSON:** AN INDIVIDUAL HOME SAVES ABOUT \$220 A YEAR,
2 AS I RECALL.

3

4 **HOWARD CHOI:** RIGHT. TWO TO \$300 A YEAR.

5

6 **SUP. MOLINA:** SO, THEN, FOR A \$6,000 AVERAGE, EVEN IF YOU
7 DEDUCTED THE 20 PERCENT, HOW LONG WOULD IT-- HOW MANY YEARS
8 WOULD TAKE IT TO REALLY BRING THAT BACK?

9

10 **HOWARD CHOI:** YOU COMBINE THAT WITH THE EXISTING FEDERAL TAX
11 CREDIT FOR SOLAR INSTALLATION, WHICH BRINGS IT DOWN TO A SEVEN
12 TO 10-YEAR PAYBACK PERIOD.

13

14 **SUP. MOLINA:** A WHAT?

15

16 **HOWARD CHOI:** 7 TO 10 YEARS.

17

18 **SUP. MOLINA:** AND WOULD THE \$200 ANNUAL SAVINGS BE ABLE TO PAY
19 IT BACK?

20

21 **HOWARD CHOI:** YES, THE 7 TO 10 YEARS WITH THE \$200 TO \$250
22 ANNUAL SAVINGS GETS YOU TO THE 7 TO 10 YEAR PAYBACK WHICH THE
23 STATE BELIEVE IS KIND OF THE SWEET SPOT TO MAKE THIS MARKET
24 GO.

25



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **SUP. KNABE:** MR. CHAIRMAN?

2

3 **SUP. YAROSLAVSKY, CHAIRMAN:** MR. KNABE?

4

5 **SUP. KNABE:** I THINK SUPERVISOR MOLINA'S COMMENT ABOUT, YOU
6 KNOW, WHAT THE VALUE OF THIS IS AND ARE WE GOING TO GET THIS
7 OR GET THAT FOR THOSE KINDS OF COLLECTIONS IS EXACTLY THE
8 REASON THAT I'M HAVING A HARD TIME WITH THIS PIECE OF
9 LEGISLATION WHEN YOU HAVE AN EXISTING COMMITMENT OF DOLLARS
10 BEING MADE BY THE P.U.C. TO TEST THIS TO SEE IF IT IS GOING TO
11 RESULT IN THE KIND OF PROGRAMS THAT, YOU KNOW, WOULD-- HERE
12 YOU'RE ASKING, YOU SAY THEY'RE GOING TO START COLLECTING IN
13 AUGUST 2008. THE END OF THIS PROGRAM IS NOT UNTIL DECEMBER
14 2008. IT WILL TAKE PROBABLY MONTHS FOR THE DATA TO BE
15 COLLECTED AND YOU WILL ALREADY BE COLLECTING. IF THIS
16 PARTICULAR SAN DIEGO EXAMPLE IS NOT A SUCCESS, YOU STARTED
17 TAKING ON THE BACK OF TAXPAYERS. I MEAN, I JUST HEARD YOU SAY
18 THAT YOU TESTIFIED IN SUPPORT OF 1470. THIS BOARD HASN'T TAKEN
19 A POSITION YET. AND I JUST THINK THAT YOU START COLLECTING
20 MONEY BEFORE YOU HAVE A TEST CASE THAT'S EVEN-- SO IF YOU ROLL
21 IT INTO THE LEGISLATION, BIG DEAL, BECAUSE, YOU KNOW, IF YOU
22 START COLLECTING IN AUGUST 2008, THIS TEST CASE STARTS JULY
23 FIRST, JUST A COUPLE WEEKS FROM NOW, GOES THROUGH DECEMBER
24 2008, YOU WON'T GET THE RESULTS PROBABLY UNTIL SPRING OF 2009.
25 BUT YET YOU'VE BEEN COLLECTING FOR NINE MONTHS. AND WHETHER



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 YOU'VE GOT A SUCCESSFUL PROGRAM-- SO I SUPPORT THIS WHOLE
2 SOLAR HEATING THING. I'M JUST SAYING, WE'VE GOT AN OPPORTUNITY
3 THAT THE P.U.C. HAS GIVEN US, WHY NOT LOOK AT THE RESULTS OF
4 THAT BEFORE WE ADVOCATE PLACING A, I CALL IT A TAX, YOU CALL
5 IT A SURCHARGE, ON THE BACKS OF TAXPAYERS IF YOU DON'T KNOW IF
6 THIS PROGRAM IS GOING TO BE SUCCESSFUL? THAT WAS THE WHOLE
7 PURPOSE BEHIND SUPPORTING WHAT WE DID IN FRONT OF THE P.U.C.
8 IS TO GET A TEST CASE LIKE THIS OUT THERE TO SEE WHAT
9 OPPORTUNITIES MAY BE AVAILABLE DOWN THE ROAD AND HOW THE
10 PEOPLE ARE GOING TO TAKE ADVANTAGE OF IT.

11

12 **SUP. YAROSLAVSKY, CHAIRMAN:** THE THING THAT'S BEEN ALWAYS
13 INTERESTING TO ME ABOUT THE UTILITY COMPANIES IS-- BECAUSE
14 THIS IS REALLY A SURCHARGE IN UTILITY RATE, AND THE OPPOSITION
15 TO THIS BILL IS COMING FROM THE UTILITY COMPANIES UP IN
16 SACRAMENTO, CORRECT? PRIMARILY?

17

18 **DAVE LAMBERTSON:** YES.

19

20 **SUP. YAROSLAVSKY, CHAIRMAN:** OR LET'S SAY THEY ARE OPPOSED TO
21 IT. AND THE REASON THAT THE UTILITY COMPANIES TRADITIONALLY
22 HAVE BEEN OPPOSED TO ANY SURCHARGE WHATSOEVER, WHETHER IT'S
23 TELEPHONES FOR CERTAIN THINGS OR ELECTRICITY OR WATER OR GAS,
24 IS BECAUSE THEY BELIEVE, AND THEY TESTIFIED TO THIS AND THEY
25 CERTAINLY HAVE SAID THIS TO ME WHEN THEY DISCUSSED IT WITH ME,



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 IS THAT THEY BELIEVE THERE'S ONLY A CERTAIN AMOUNT OF CAPACITY
2 TO RAISE RATES AND THEY WANT TO HAVE A MONOPOLY ON ALL THE
3 RATES THAT ARE GOING TO BE RAISED. AND SO THE ISSUE HERE,
4 EVEN-- I DON'T THINK IN THE CASE OF THE UTILITY COMPANIES UP
5 IN SACRAMENTO WHO ARE LOBBYING AGAINST THIS BILL IS NOT THAT
6 THEY'RE AGAINST THE BILL BUT THEY'RE CONCERNED THAT IT'S GOING
7 TO REDUCE THE ELASTICITY OF THEIR REVENUE STREAM, THE CAPACITY
8 TO RAISE RATES. AND EVERY COMPANY THAT CHARGES RATES, CABLE
9 COMPANIES, UTILITIES, TELEPHONE COMPANIES, ALL OF THEM HAVE
10 THE SAME-- IT'S VERY INTERESTING. NO MATTER HOW GOOD THE
11 PUBLIC INTEREST, HOW WELL THE PUBLIC INTEREST IS SERVED, THEIR
12 RESPONSIBILITY IS TO THEIR SHAREHOLDERS AND TO THEIR BOTTOM
13 LINE AND THEY WANT TO MAKE SURE THAT THEY PRESERVE EVERY
14 POTENTIAL ABILITY TO RAISE THEIR RATES FOR THEIR PURPOSES AND
15 NOT FOR SOCIETY'S PURPOSES. AND THIS IS SO DIMINIMUS. THIS
16 WHOLE THING STATEWIDE, WHAT DID YOU SAY, IT WAS GOING TO RAISE
17 200, 250 MILLION DOLLARS?

18

19 **DAVE LAMBERTSON:** YES, SIR.

20

21 **SUP. YAROSLAVSKY, CHAIRMAN:** I'D BE-- I DON'T WANT TO SAY I'D
22 BE SYMPATHETIC TO THE UTILITY COMPANIES' POINT OF VIEW BUT I
23 WOULD BE LESS HOSTILE TO THEIR POINT OF VIEW IF THEY DIDN'T
24 OPPOSE EVEN THE MOST DIMINIMUS THING THAT COULD DO SO MUCH
25 GOOD. BUT THIS IS JUST A MANTRA AND A RELIGION FOR THEM AND



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 WE'RE DOING SO MUCH HERE IN THE COUNTY THANKS TO YOU, DAVE,
2 AND ALL OF OUR DEPARTMENT HEADS BUT YOU'RE AT THE FOREFRONT OF
3 THIS, AT THE CUTTING EDGE OF THIS, TRYING TO CONVERT OUR
4 COUNTY INTO AS ENERGY EFFICIENT AN OPERATION AS POSSIBLE, AS
5 ENVIRONMENTALLY SENSITIVE AN OPERATION AS POSSIBLE AND WE'RE
6 REALLY WAY OUT AHEAD. WE DON'T GET A LOT OF CREDIT FOR IT BUT
7 WE'RE WAY OUT AHEAD OF JUST ABOUT EVERY LOCAL GOVERNMENT
8 AROUND OF OUR SIZE. AND, OF COURSE, THERE IS NO OTHER LOCAL
9 GOVERNMENT OF OUR SIZE. [LAUGHTER]

10

11 **SUP. YAROSLAVSKY, CHAIRMAN:** BUT-- OR CLOSE TO OUR SIZE. AND
12 THIS IS JUST ONE OF THOSE THINGS THAT IS CONSISTENT WITH THE
13 POLICIES THAT WE'VE TAKEN AND I WOULD ASK THAT WE SUPPORT IT.
14 I DON'T THINK IT'S GOING TO HURT THE UTILITIES. I DON'T THINK
15 IT'S GOING TO HURT ANYBODY. IT ONLY OFFERS AN OPPORTUNITY TO
16 REDUCE OUR DEPENDENCE ON FOREIGN OIL AND ON RESOURCES THAT ARE
17 IN SHORT SUPPLY AND ARE VERY EXPENSIVE. AND THE MORE EXPENSIVE
18 THEY GET, THE BETTER THIS DEAL IS. MS. BURKE?

19

20 **SUP. BURKE:** HOW DO THEY DEFINE LOW INCOME TO EXCLUDE A USER?

21

22 **HOWARD CHOI:** THERE'S AN INCOME LEVEL THAT THE STATE UTILITIES
23 USE TO QUALIFY FOR THE LOW INCOME SUBSIDIES THAT THE UTILITIES
24 PROVIDE. I DON'T KNOW THE LEVEL OFFHAND.

25



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **SUP. BURKE:** YOU KNOW, LIKE, THERE'S A LOW INCOME IN TERMS OF
2 BEING ABLE TO GET, I GUESS, SPECIAL TELEPHONES. IS IT SIMILAR
3 TO THAT, WHICH BASICALLY APPLIES TO SENIORS?

4
5 **HOWARD CHOI:** YES, IT'S A SIMILAR STANDARD USED THROUGHOUT THE
6 STATE AND POSSIBLY NATIONALLY.

7
8 **SUP. BURKE:** WELL, THERE'S ONE STANDARD FOR VARIOUS DIFFERENT
9 FINDINGS. CERTAINLY, THERE'S A LOW INCOME FINDING DEFINITION
10 FOR HOUSING AS WE WILL TALK ABOUT A LITTLE WHILE BUT
11 UTILITIES, I'M NOT SURE HOW THEY DEFINE LOW INCOME AND AS TO
12 WHO THEY'LL EXCLUDE. I'D REALLY LIKE TO KNOW THAT. I
13 UNDERSTAND THIS IS SOMETHING THAT'S VERY IMPORTANT. WE HAVE TO
14 TAKE A STEP. IT'S A PILOT PROGRAM, IN A SENSE, 200,000
15 HOUSEHOLDS, BUT I WOULD LIKE TO GET SOME CLARIFICATION AS WE
16 MOVE FORWARD IN TERMS OF WHO WILL ACTUALLY BE EXCLUDED? WILL
17 IT JUST BE EXCLUDED THOSE SENIORS WHO GET LIFELINES? OR ARE
18 YOU TALKING ABOUT EXCLUDING, REALLY, MANY PEOPLE WHO--
19 ADDITIONAL AMOUNTS-- THEY HAVE TROUBLE PAYING THEIR GAS BILL
20 PERIOD SO THAT ANY ADDITION MAKES QUITE A DIFFERENCE. SO I
21 WOULD LIKE TO GET THAT INFORMATION AS WE MOVE FORWARD.

22
23 **DAVE LAMBERTSON:** SUPERVISOR, I BELIEVE IT EXCLUDES HOUSEHOLDS
24 WHOSE INCOMES ARE AT OR BELOW 300 PERCENT OF THE FEDERAL
25 POVERTY LEVEL.



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1

2 **SUP. BURKE:** OKAY.

3

4 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY. ALL RIGHT. CALL THE ROLL.

5

6 **CLERK SACHI HAMAI:** SUPERVISOR MOLINA?

7

8 **SUP. MOLINA:** AYE.

9

10 **CLERK SACHI HAMAI:** SUPERVISOR BURKE?

11

12 **SUP. BURKE:** AYE.

13

14 **CLERK SACHI HAMAI:** SUPERVISOR KNABE?

15

16 **SUP. KNABE:** NO.

17

18 **CLERK SACHI HAMAI:** SUPERVISOR ANTONOVICH?

19

20 **SUP. ANTONOVICH:** NO.

21

22 **CLERK SACHI HAMAI:** SUPERVISOR YAROSLAVSKY?

23

24 **SUP. YAROSLAVSKY, CHAIRMAN:** AYE. IT'S APPROVED. THANK YOU VERY
25 MUCH. I'M GOING TO SUGGEST WE TAKE THE MARINA HOUSING ISSUE.



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 WE HAVE SEVERAL PEOPLE WHO ARE HERE, MEMBERS OF THE PUBLIC.
2 AND I SUGGEST THAT WE ALLOT TWO MINUTES EACH TO THE PUBLIC
3 HEARING. I KNOW, MS. MOLINA, I'M GOING TO RECOGNIZE YOU FIRST
4 SO YOU DID CAN MAKE YOUR MOTION AND, MR. KNABE, YOU CAN
5 ADDRESS YOUR MOTION SO THEY HAVE THE BENEFIT OF KNOWING WHAT
6 THE PARAMETERS OF THE DISCUSSION ARE. THEN WE'LL HEAR FROM
7 THEM AND THEN WE'LL GO FROM THERE. SO LET ME RECOGNIZE MS.
8 MOLINA FIRST.

9

10 **CLERK SACHI HAMAI:** EXCUSE ME.

11

12 **SUP. YAROSLAVSKY, CHAIRMAN:** WE HAVE A LOT OF PEOPLE. THIS IS A
13 LOT MORE THAN I THOUGHT.

14

15 **CLERK SACHI HAMAI:** MR. CHAIRMAN? CAN I READ THE SHORT TITLE IN
16 FOR THE RECORD AND SWEAR THE PUBLIC IN?

17

18 **SUP. YAROSLAVSKY, CHAIRMAN:** YEAH.

19

20 **CLERK SACHI HAMAI:** THIS IS ITEM 115 AND THE RELATED ITEM 116-
21 D. AND, JUST FOR THE RECORD, THIS IS THE HEARING ON AFFORDABLE
22 HOUSING POLICY OPTIONS TO IMPLEMENT THE MELLO ACT IN MARINA
23 DEL REY. ALL THOSE WHO PLAN TO TESTIFY BEFORE THE BOARD,
24 PLEASE STAND, RAISE YOUR RIGHT HAND TO BE SWORN IN. IN THE
25 TESTIMONY YOU MAY GIVE BEFORE THIS BOARD, DO YOU SOLEMNLY



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 AFFIRM TO TELL THE TRUTH, THE WHOLE TRUTH AND NOTHING BUT THE
2 TRUTH SO HELP YOU GOD? THANK YOU. YOU MAY BE SEATED.

3

4 **SUP. YAROSLAVSKY, CHAIRMAN:** ALL RIGHT. SHOULD WE HEAR FROM THE
5 PEOPLE FIRST? DO YOU WANT TO DO THAT? LET'S HEAR FROM THE
6 PUBLIC FIRST. WE'RE GOING TO ALLOT TWO MINUTES EACH. WE HAVE
7 ABOUT 12 OR 15 PEOPLE WHO WANT TO BE HEARD. I'M GOING TO CALL
8 ON FOUR PEOPLE. SO ALL FOUR OF YOU COME DOWN. JOHN RIZZO, DALE
9 GOLDSMITH, JOHN SANTRY, NANCY VERNON MARINO. ARE THEY ALL
10 HERE? MR. RIZZO? YOU'RE FIRST.

11

12 **JOHN RIZZO:** JOHN RIZZO, PRESIDENT OF THE MARINA TENANTS'
13 ASSOCIATION. SEVERAL MONTHS AGO IN THE LOS ANGELES TIMES, THE
14 DEPARTMENT OF BEACHES AND HARBORS STATED THAT THEY WERE
15 GETTING ABOUT \$33 MILLION REVENUE FROM LEASES IN MARINA DEL
16 REY. PROBABLY HALF OF THAT GOES TO MAINTENANCE AND
17 ADMINISTRATION OF THE MARINA. SO THE COUNTY IS NETTING ABOUT
18 \$16 MILLION IN MARINA DEL REY. THE TIMES, IN 1991, ESTIMATED
19 THE WORTH OF THE MARINA AT 1.6 BILLION AND SAID THE COUNTY
20 SHOULD BE GETTING BETWEEN 50 75 MILLION FROM THE LEASES AT
21 THAT TIME. THE LAND VALUE AT THAT TIME WAS ABOUT 80 TO-- OH,
22 EXCUSE ME. THE LAND VALUE AROUND THE MARINA AT THAT TIME WAS
23 ABOUT 80 TO \$240 A SQUARE FOOT. THE DEPARTMENT AT THAT TIME
24 ESTIMATED THE LAND TO BE BETWEEN 15 AND \$25 A SQUARE FOOT.
25 TODAY, THE LAND VALUE AROUND THE MARINA IS ABOUT \$250 TO \$500



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 A SQUARE FOOT, MAKING THE MARINA WORTH 3-1/2 TO 4-1/2 BILLION
2 DOLLARS AND THE REVENUE FROM THOSE LEASES SHOULD BE
3 APPROXIMATELY 100 TO \$200 MILLION A YEAR. THE APARTMENT RENTS
4 ARE AT MARKET VALUE, EVEN THOUGH THERE IS A PRICE CONTROL
5 PROVISION IN THE LEASE THAT THE COUNTY HAS WITH THE LESSEES,
6 WHICH WOULD MAKE ALL APARTMENTS AND BOAT SLIPS AFFORDABLE. THE
7 COUNTY SHOULD BE GETTING OVER \$100 MILLION OUT OF THE MARINA
8 AND THE APARTMENTS AND THE BOAT SLIPS SHOULD ALL BE
9 AFFORDABLE. INSTEAD, THE LESSEES ARE GETTING OVER \$250 MILLION
10 A YEAR IN EXCESS PROFIT. THANK YOU. ANY QUESTIONS?

11

12 **SUP. YAROSLAVSKY, CHAIRMAN:** THANK YOU, MR. RIZZO. DALE
13 GOLDSMITH YOU'RE NEXT. LET ME CALL ON BILL IS IT VRESZK? WAS I
14 CLOSE?

15

16 **DALE GOLDSMITH:** GOOD MORNING, HONORABLE SUPERVISORS, MY NAME
17 IS DALE GOLDSMITH, I'M A PARTNER WITH THE LAW FIRM OF
18 ARMBRUSTER AND GOLDSMITH. WE REPRESENT LEGACY PARTNERS, WHICH
19 IS DEVELOPING PARCELS OR PLANS TO DEVELOP PARCELS 10-R AND FF
20 WITH NEW APARTMENTS. WE WOULD LIKE TO COMMEND THE COUNTY STAFF
21 ON THE FINE JOB THEY HAVE DONE IN FORMULATING THE POLICY AND
22 ALSO ANALYZING THE POTENTIAL FINANCIAL AND OTHER IMPLICATIONS
23 OF CHANGING THE POLICY. LEGACY PARTNERS, OUR CLIENT, IS
24 PREPARED TO ABIDE BY WHATEVER POLICY YOU DECIDE ULTIMATELY TO
25 ADOPT PROVIDED, OF COURSE, THAT, TO THE EXTENT THAT YOU'RE



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 INCREASING THE AFFORDABLE HOUSE OBLIGATION ON THE LESSEES,
2 THAT THERE BE A COMMENSURATE RENT CONCESSIONS IN ORDER TO
3 ASSURE THAT THE PROJECT IS BUILDABLE AND FINANCEABLE.
4 ESSENTIALLY, WHAT YOU HAVE BEFORE YOU TODAY, HONORABLE
5 SUPERVISORS, IS A PUBLIC POLICY DECISION. AND THE SALIENT
6 QUESTIONS WE BELIEVE FOR YOU TO CONSIDER ARE FIRST, IS IT
7 APPROPRIATE TO DEVOTE MORE RESOURCES TO AFFORDABLE HOUSING IN
8 THE MARINA AT THE EXPENSE OF OTHER PRESSING COUNTY NEEDS? THE
9 SECOND QUESTION, IF YOU DO DECIDE THAT AFFORDABLE HOUSING IS
10 THE HIGHEST PRIORITY, IS IT APPROPRIATE TO SUBSIDIZE AND BUILD
11 IT IN THE MARINA, WHERE CONSTRUCTION COSTS ARE VERY HIGH AND
12 WHERE THE OPPORTUNITY COSTS OF FOREGROUND LEASE REVENUES OR
13 SHOULD THE AFFORDABLE HOUSING BE BUILT ELSEWHERE WHERE PERHAPS
14 THE SAME INVESTMENT COULD YIELD MORE UNITS? WE BELIEVE THAT
15 THE POLICY, AS FORMULATED BY STAFF, STRIKES THE APPROPRIATE
16 BALANCE AND WE WOULD RESPECTFULLY REQUEST THAT YOU APPROVE IT.
17 THANK YOU FOR YOUR CONSIDERATION.

18

19 **SUP. YAROSLAVSKY, CHAIRMAN:** THANK YOU, MR. GOLDSMITH. MR.
20 SANTRY, YOU'LL BE NEXT. LET ME CALL ON CARLA ANDRUS. IS SHE
21 HERE? HERE SHE COMES. MR. SANTRY.

22

23 **JOHN SANTRY:** YES, HONORABLE SUPERVISORS, MY NAME IS JOHN
24 SANTRY. I'M THE VICE-PRESIDENT OF DEVELOPMENT FOR LEGACY
25 PARTNERS. WE ARE THE CURRENT LESSEE OF PARCEL 10-R, THE



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 NEPTUNE MARINA APARTMENTS IN ANCHORAGE AND THE LESSEE THAT
2 WILL PERFORM THE REDEVELOPMENT OF PARCEL 10-R AND FF IN THE
3 FUTURE. WE ARE IN FAVOR OF THE CURRENT POLICY, AS MR.
4 GOLDSMITH HAS POINTED OUT. WE WILL ABIDE BY THAT POLICY. AND
5 WE DO SEE THAT, IF THERE ARE ADDITIONAL REQUESTS FOR A
6 DIFFERENT LEVEL OF AFFORDABILITY, DIFFERENT PERCENTAGE OF
7 AFFORDABILITY, THAT THE BUSINESS PLAN AND THE BUSINESS
8 DECISIONS WILL BE MADE THAT WILL INCREASE THE RENT CREDIT
9 ALLOWABLE TO MAKE THE PROPERTY A FINANCEABLE PROJECT.

10

11 **SUP. YAROSLAVSKY, CHAIRMAN:** THANK YOU. NANCY VERNON MARINO
12 WILL BE NEXT. LET ME CALL ON JUN YANG TO COME DOWN.

13

14 **NANCY VERNON MARINO:** GOOD MORNING, SUPERVISORS, MY NAME IS
15 NANCY VERNON MARINO. IT SEEMS A PITY TO ME THAT AFFORDABLE
16 HOUSING HAS TO BE IN DIRECT CONFLICT WITH THE NEED FOR
17 RECREATIONAL OPEN SPACE IN MARINO DEL REY AT THE EXPENSE OF
18 NEARLY EVERYBODY AND EVERYTHING. THE ENTIRE FOCUS ON THE
19 MARINA SHOULD NOT BE DRIVEN BY THE BOTTOM LINE DOLLAR. THE
20 PURPOSE OF THE MARINA IS TO SERVE MANY DIFFERENT ASPECTS. THE
21 FINANCIAL IS ONLY ONE OF THEM. AND I WOULD ASK THAT THE SOCIAL
22 ASPECT OF FEASIBILITY BE VERY, VERY STRONGLY CONSIDERED, SUCH
23 AS THE NEED FOR AFFORDABLE LIVING, NOT SIMPLY AFFORDABLE UNITS
24 THAT ARE RELEGATED IN A SEGREGATED WAY SO THAT THE VERY
25 WEALTHY ARE SUPPORTING, THROUGH YOUR MARKET RATE RENTS, I WILL



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 PUT THAT IN QUOTATIONS, AND THE LOW END OF SUBSIDIZED HOUSING
2 ARE THE ONLY REMAINING COMMUNITY LEFT IN THE MARINA. IT IS
3 DISRUPTIVE OF AN ENTIRE COMMUNITY TO DO THIS AND I WOULD ASK
4 THAT YOU BALANCE THE FINANCIAL CONSIDERATIONS WITH THE SOCIAL
5 AND ENVIRONMENTAL CONSIDERATIONS AND THE NEED FOR COUNTY
6 RESIDENTS FOR RECREATIONAL OPEN SPACE AND PARKS. THE COUNTY IS
7 CURRENTLY ONLY PROVIDING 12 PERCENT OF ITS OWN POLICY OF OPEN
8 SPACE AND PARKS FOR MARINA-- EXCUSE ME, FOR COUNTY RESIDENTS
9 AND THE NATIONALLY-- THE COUNTY POLICY IS FOUR ACRES PER 1,000
10 PEOPLE. THE NATIONAL STANDARD IS SOMEWHERE BETWEEN 6 AND 10
11 ACRES PER 1,000 PEOPLE. TO PROVIDE THE COUNTY RESIDENTS WITH
12 12 PERCENT OF THAT AND THEN USE THE MARINA TO CREATE SOME SORT
13 OF WEALTHY RESORT AREA AND HIGH-INCOME APARTMENT COMPLEX AND
14 THEN JUST SAY, "WELL, WE'RE GOING TO GIVE A CERTAIN AMOUNT FOR
15 AFFORDABLE HOUSING," MISSES THE WHOLE POINT OF THE MARINA.
16 THANK YOU.

17

18 **SUP. YAROSLAVSKY, CHAIRMAN:** THANK YOU VERY MUCH. LET ME JUST
19 CALL DEAN KARTALAS. AND BILL VRESZK.

20

21 **BILL VRESZK:** GOOD MORNING, SUPERVISORS, LADIES AND GENTLEMEN.
22 AFFORDABLE HOUSING, IN MY EXPERIENCE, SINCE RECENTLY I HAVE
23 BEEN IN THE MARKET, SO TO SPEAK, IS AN OXYMORON. IT'S ABOUT AS
24 HARD TO FIND AS A GHOST. I HAVE A NO FAULT EVICTION. I'M
25 FACING THAT. I'VE A LIVE ABOARD BOATER. SINCE THE MARINA HAS



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 TOTALLY CHANGED ITS POLICIES ON LIVE ABOARD BOATING, I CANNOT
2 FIND A LIVE ABOARD SLIP. I'VE BEEN A LEGAL LIVE ABOARD ON MY
3 OWN PRIVATE SAILBOAT SINCE 1995. THOSE DAYS ARE OVER. I WENT
4 TO A LOW COST STUDIO UNIT THAT WAS OFFERED BY MY PRESENT
5 LANDLORD, E. S. RING. THEY TOLD ME I WAS 25TH ON THE WAITING
6 LIST. THE WAITING LIST IS EXTREMELY LONG-- EXCUSE ME, THE
7 WAITING PERIOD IS EXTREMELY LONG. IN OTHER WORDS, NOBODY GIVES
8 UP A STUDIO APARTMENT IN MARINA DEL REY UNLESS THEY'RE DEAD.
9 THAT'S WHEN YOU MOVE UP THE LIST. THEY TOLD ME I WAS 25TH. I
10 WENT BACK NINE MONTHS LATER AND THEY TOLD ME I WAS 67TH. I
11 HAVE VERIFICATION. I HAVE BUSINESS CARDS AND I WROTE DOWN THE
12 DATES AND THE TIMES AND EVERYTHING. I SUBMITTED A COMPLAINT TO
13 THE COUNTY DEPARTMENT OF CONSUMER AFFAIRS. OKAY. I'VE GOT TO
14 CLOSE HERE. NO ACTION ON THAT YET, BY THE WAY. AS AN
15 ALTERNATIVE-- EXCUSE ME. I THINK 10 PERCENT IS THE LEAST YOU
16 SHOULD ALLOCATE TO AFFORDABLE HOUSING IF YOU'RE DOING THIS
17 MASSIVE CONSTRUCTION THAT YOU'RE DOING. YOU'VE GOT TO GIVE A
18 BREAK TO THE SMALLER PEOPLE BECAUSE THEY'RE THE ONES WHO ARE
19 BEING DISPLACED. THERE WILL ALWAYS BE SOMEBODY WITH MORE
20 MONEY. SO YOU GOT TO TAKE CARE OF THE PEOPLE WHO HAVE BEEN
21 AROUND FOR A LONG TIME. I HAVE BEEN A RESIDENT OF THE COUNTY
22 SINCE 1946. I VOTED FOR MR. YAROSLAVSKY, I'M IN MR. KNABE'S
23 DISTRICT NOW. ANYHOW, THAT'S MY STORY. THANKS FOR LISTENING.
24



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **SUP. YAROSLAVSKY, CHAIRMAN:** THANK YOU VERY MUCH. HELEN
2 GARRETT, PLEASE COME DOWN. CARLA ANDRUS.

3

4 **CARLA ANDRUS:** GOOD MORNING, SUPERVISORS. I'M A MEMBER OF
5 PEOPLE ORGANIZED FOR WEST SIDE RENEWAL. I'VE BEEN A RESIDENT
6 OF MARINA DEL REY FOR OVER 20 YEARS. I'VE SEEN THE MARINA
7 DEVELOP AND CHANGE. THERE HAVE BEEN MANY RESIDENTS DISPLACED
8 FROM AFFORDABLE APARTMENTS AND NOW THE AREA HAS BECOME A HAVEN
9 FOR THE RICH. THERE'S A GREAT NEED FOR AFFORDABLE HOUSING IN
10 THE COUNTY OF LOS ANGELES. FOR ALMOST 10 YEARS, THE COUNTY HAS
11 CREATED OPPORTUNITIES FOR HOUSING DEVELOPMENTS. THOSE THAT
12 NEED THE HOUSING, VERY LOW AND LOW INCOME TENANTS, HAVE NOT
13 HAD THE SUPPLY OF APARTMENTS AVAILABLE TO THEM. MODERATE
14 INCOME, THAT IS UP TO 120 PERCENT OF THE AREA MEDIAN INCOME,
15 WHICH EQUATES TO OVER \$67,800 ANNUALLY, HAVE HAD MORE CHANCES
16 FOR AFFORDABLE HOUSING. FROM 1998 TO 2006, ONLY 639 VERY LOW
17 INCOME UNITS HAVE BEEN CREATED, WHILE AT THE SAME TIME OVER
18 2,900 UNITS OF MODERATE INCOME UNITS HAVE BEEN CREATED. WHEN
19 DETERMINING NUMBER OF UNITS, WE NEED TO MAKE THINGS AS SIMPLE
20 AS POSSIBLE. THE NET NEW ADJUSTED TOTAL IS A CONFUSING FORMULA
21 THAT ALLOWS FOR THE ABSOLUTE MINIMUM NUMBER OF AFFORDABLE
22 UNITS. INSTEAD, THE COUNTY SHOULD USE THE COMPLETE TOTAL UNITS
23 IN THE DEVELOPMENT. THIS WILL ENSURE THAT AFFORDABLE UNITS
24 WILL BE AVAILABLE TO THE PEOPLE WHO NEED IT. THE COUNTY HAS AN
25 OBLIGATION TO ITS RESIDENTS. IT MUST PROVIDE MANY SERVICES,



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 HEALTHCARE, SOCIAL SERVICES AND AFFORDABLE HOUSING AS
2 STATEWIDE MANDATE. THERE ARE THE RESPONSIBILITIES OF THE
3 COUNTY TO ITS CONSTITUENTS. FOR SOME REASON, EACH OF THESE
4 SERVICES HAVE BEEN PITTED AGAINST EACH OTHER INSTEAD OF HAVING
5 SEPARATE FUNDING FOR EACH AND WORKING IN HARMONY.

6

7 **SUP. YAROSLAVSKY, CHAIRMAN:** YOUR TIME IS UP, MS. ANDRUS. THANK
8 YOU. JUN YANG. LET ME CALL DEANNA KITAMURA.

9

10 **JUN YANG:** GOOD MORNING. MY NAME IS JUN YANG. I AM AN ORGANIZER
11 WITH POWER, PEOPLE ORGANIZED FOR WESTSIDE RENEWAL. WE ARE A
12 NONPROFIT ORGANIZATION THAT WORKS ON ISSUES THAT PEOPLE CARE
13 ABOUT ON THE WEST SIDE. I'M AN ORGANIZER IN MARINA DEL REY AND
14 HAVE SEEN THE REAL NEED FOR A STRONGER AFFORDABLE HOUSING
15 POLICY IN THE COUNTY. I'M HERE FOR ALL THE PEOPLE WHO ARE
16 WORKING AND WHO COULDN'T AFFORD TO TAKE THE TIME AWAY FROM
17 WORK. THERE IS SUCH A HOUSING SHORTAGE FOR LOWER INCOME
18 FAMILIES IN L.A. COUNTY, THEREFORE A STRONGER POLICY IS NEEDED
19 TO ALLEVIATE SUCH A NEED. WE HAVE SUCH A DIVERSE POPULATION IN
20 L.A. COUNTY WITH DIVERSE INCOME LEVELS. ARE THERE ONLY
21 OPPORTUNITIES FOR THE RICH, NONE FOR THOSE WITH LESS
22 RESOURCES? THIS POLICY WAS NOT CREATED TO KEEP LOWER INCOME
23 FAMILIES POOR. IT WAS CREATED TO INTEGRATE FAMILIES OF ALL
24 INCOME BACKGROUNDS. IT WAS DESIGNED AS A STEPPING STONE FOR
25 LOWER INCOME FAMILIES AS A WAY TO PROVIDE OPPORTUNITIES FOR



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 SUCCESS. PLEASE DO NOT FORGET THE PURPOSE OF THIS POLICY. IF
2 YOU REMEMBER THE SPIRIT OF THE POLICY, THEN THE OPTIONS SET
3 BEFORE YOU OR THAT WILL BE SET BEFORE YOU FOR 10 PERCENT OF
4 THE TOTAL DEVELOPMENT FOR VERY LOW INCOME MAKES THE MOST SENSE
5 AND BECOMES THE BEST OPTION. PLEASE REMEMBER YOUR
6 CONSTITUENTS.

7

8 **SUP. YAROSLAVSKY, CHAIRMAN:** THANK YOU. IS FAITH KIRKPATRICK?
9 SHE'S YIELDING? IS SHE HERE? ALL RIGHT. SO YASMIN TONG, SHE
10 WILL YIELD HER TIME. ALL RIGHT, SINCE-- I ACTUALLY SEE FAITH
11 HERE. MOST OF THE TIME, PEOPLE WHO ARE PHANTOM ARE THE ONES
12 THAT YIELD BUT YOU'RE HERE SO WE'LL YIELD THE TIME TO YASMIN
13 TONG. OKAY. DEAN KARTALAS.

14

15 **DEAN KARTALAS:** YES, MY NAME IS DEAN KARTALAS. THANK YOU FOR
16 LISTENING TO ME TODAY. DONE KNABE, MS. MOLINA, ALL OF YOU. I'M
17 HERE FOR WHAT I WOULD CONSIDER SELFISH MOTIVES. I'VE BEEN A
18 RESIDENT OF L.A. COUNTY FOR MANY, MANY YEARS. I'VE BEEN IN THE
19 ENTERTAINMENT INDUSTRY. I WAS INJURED WHILE WORKING, STRUCK BY
20 LIGHTENING AND NOW I'M SUFFERING FROM A CANCER. ALL MY MONEY
21 THAT I MADE DURING THE '70S AND '80S HAS GONE TO DOCTORS AND
22 NOW I'M LIVING ON SOCIAL SECURITY DISABILITY AND S.S.I., WHICH
23 ADDS UP TO \$840 A MONTH. NOW, MY REASON HERE IS SELFISH. I AM
24 GOING TO BE DISPLACED WHEN THEY CLOSE DOWN OUR MARINA AND
25 THERE IS NO PLACE I CAN GO WHERE-- I'VE BEEN APPLYING FOR LOW



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 COST HOUSING AND THEY'RE STILL PROCESSING APPLICATIONS GOING
2 BACK TO 1997. I WILL BE LONG DEAD BY THE TIME THERE IS A PLACE
3 FOR ME TO LIVE WILL OPEN UP AND I WOULD BEG YOU TO CONSIDER
4 PEOPLE OF MY INCOME LEVEL. I LIVE ON \$840 A MONTH AND I'M
5 RELEGATED NOW TO LIVING ON MY BOAT AND WHAT WAS AN ASSET WILL
6 NOW BECOME AN ALBATROSS AROUND MY NECK BECAUSE OF THE POLICIES
7 OF THE MARINA DOCK MASTERS NO LONGER ACCEPTING LIVE ABOARDS.
8 AND I BEG YOU TO DO SOMETHING ABOUT PEOPLE IN MY PLIGHT AND IN
9 MY SITUATION BECAUSE THERE IS REALLY NO OTHER PLACE FOR ME TO
10 GO. I'M THE LAST ONE IN MY LINE. I HAVE NO ONE TO HELP SUPPORT
11 ME OTHER THAN THE COUNTY AND MY S.S.I. AND I WOULD REALLY BEG
12 YOU TO CONSIDER AND UNDERSTAND WHAT REALLY LOW INCOME HAS
13 BECOME. ALL OF MY MONEY HAS DISAPPEARED AND BABY BOOMERS OF MY
14 AGE ARE NOW GOING TO BE DISPLACED OVER THE NEXT DECADES AND
15 MANY OF THEM ARE GOING TO BE IN EXACTLY THE SAME POSITION AS I
16 AM RIGHT NOW. THANK YOU.

17

18 **SUP. YAROSLAVSKY, CHAIRMAN:** THANK YOU. BEN BEACH. HELEN
19 GARRETT.

20

21 **HELEN GARRETT:** YOU'RE ABOUT TO VOTE FOR A NEW MELLO ACT POLICY
22 IN THE MARINA. IT'S NOT JUST ABOUT HOUSING ONLY FOR THE
23 WEALTHY BUT ALSO ALLEVIATING THE CRUSHING HOUSING SHORTAGE IN
24 THE COUNTY OF LOS ANGELES. THESE DEVELOPERS NEED TO DO THEIR
25 PART TO ALLEVIATE THIS PROBLEM AND A PUBLIC/PRIVATE



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 PARTNERSHIP OF THAT SORT IS A VERY GOOD ECONOMICAL WAY TO DO
2 THAT. I EMAILED EACH OF YOU STATISTICS REVEALING HOW DESPERATE
3 THE HOUSING SHORTAGE IS. THERE ARE 1,191,166 PEOPLE IN L.A.
4 COUNTY WHO QUALIFY FOR LOW INCOME HOUSING. WHAT DO YOU INTEND
5 TO DO ABOUT THAT? IT'S A HUGE PROBLEM. AS COUNTY OFFICIALS,
6 YOU'RE EXPECTED TO STRETCH THE HOUSING BUDGET AND PROVIDE FOR
7 WORKERS THAT CAN'T COMPETE BECAUSE THEIR INCOME IS CONSIDERED
8 LOW BY H.U.D. GREEDY DEVELOPERS WILL MAKE LOTS OF MONEY IF YOU
9 REQUIRE THEM TO BUILD 90 PERCENT MARKET RATE APARTMENTS AND 10
10 PERCENT MELLO ACT LOW INCOME APARTMENTS. AND IF YOU DON'T
11 BELIEVE IT, JUST REQUIRE THEM TO COMPLY AND SEE HOW MANY OF
12 THEM BACK OUT. I BET IT'S ZERO. JUST AS CAR MAKERS FOUGHT AIR
13 BAGS AND SMOG DEVICES, CRYING POVERTY, SO, TOO, WILL
14 DEVELOPERS CRY POVERTY BUT WE KNOW THEY'RE NOT POOR, NOT BY A
15 LONG SHOT. THEY WILL MAKE A PROFIT CHARGING THE HIGHEST RENTS
16 IN L.A. COUNTY WHEN THEY BUILD IN THE MARINA. I DON'T BELIEVE
17 THEIR WAILS AND THEIR MOANS AND THEIR CROCODILE TEARS. LAST
18 YEAR, SAN FRANCISCO INCREASED ITS AFFORDABLE HOUSING
19 REQUIREMENTS FOR DEVELOPERS FROM 12-1/2 PERCENT TO 15 PERCENT.
20 HOW IS IT THAT SAN FRANCISCO CAN PROVIDE 15 PERCENT FOR ITS
21 LOW INCOME RESIDENTS BUT YOU DECIDED TO DECREASE THE AMOUNT OF
22 AFFORDABLE HOUSING IN THE MARINA TO 5 PERCENT? P.O.W.E.R. MET
23 WITH DON KNABE, WHO SAID HE WAS HAPPY TO SUPPORT THE MINIMUM
24 AMOUNT OF AFFORDABLE HOUSING. WELL, MR. MINIMUM KNABE, THAT'S
25 NOT GOOD ENOUGH. HERE WE HAVE A GOLDEN OPPORTUNITY TO MATCH OR



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 EXCEED SAN FRANCISCO IN PROVIDING FOR OUR 1,191,166 LOW INCOME
2 PEOPLE. WHAT ARE YOU DOING HERE?

3

4 **SUP. YAROSLAVSKY, CHAIRMAN:** MS. GARRETT. THANK YOU. DEANNA
5 KITAMURA.

6

7 **DEANNA KITAMURA:** HELLO, I'M DEANNA KITAMURA I'M WITH WESTERN
8 CENTER ON LAW AND POVERTY. OUR BAY AREA ECONOMIST, WHO IS THE
9 FORMER DIRECTOR OF BERKELEY'S COMMUNITY DEVELOPMENT, HAS
10 DETERMINED THAT, IF THE COUNTY ADOPTS OUR PROPOSAL OF
11 REQUIRING 10 PERCENT OF THE TOTAL AT VERY LOW AND OUR
12 THRESHOLD OF 7 PERCENT, THE COUNTY WILL MORE THAN DOUBLE THE
13 AFFORDABLE UNITS REQUIRED BY THE COUNTY'S PROPOSED POLICY AND
14 WILL SAVE MILLIONS OF DOLLARS BY NOT GIVING IN TO GROUND LEASE
15 CONCESSIONS. FORTUNATELY, THE BOARD MAY NOT BLINDLY ACCEPT
16 YOUR CONSULTANT'S ANALYSIS OR OURS. AS MS. TONG WILL DISCUSS
17 NEXT, L.A.H.D. HAS COME UP WITH A THRESHOLD LEVEL USING AN
18 INTERNAL RATE OF RETURN. IN THE CITY, IF THE DEVELOPERS'
19 INTERNAL RATE OF RETURN MEETS THAT THRESHOLD, THE DEVELOPER
20 MUST INCLUDE 10 PERCENT OF THE ADJUSTED TOTAL AS VERY LOW. WE
21 KNOW FROM OUR EXPERIENCE THAT THIS IS THE CORRECT THRESHOLD
22 LEVEL BECAUSE PROJECTS IN THE AREA ARE GOING FORWARD WHEN THIS
23 THRESHOLD IS APPLIED. WE ARE NOT SAYING THAT THE COUNTY NEEDS
24 TO ADOPT L.A.H.D.'S METHODOLOGY. WE ARE MERELY SAYING THAT
25 CALCULATING THE CORRESPONDING INTERNAL RATE OF RETURNS ALLOWS



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 THIS BOARD TO DECIDE WHETHER THE COUNTY CONSULTANT'S THRESHOLD
2 IS IN THE RIGHT BALLPARK. OUR 7 PERCENT TRANSLATES TO AN
3 INTERNAL RATE OF RETURN THRESHOLD IN LINE WITH L.A.H.D.'S.
4 UNFORTUNATELY, YOUR CONSULTANT HAS NOT PROVIDED ENOUGH
5 INFORMATION TO YOU OR THE PUBLIC TO SHOW THAT HIS THRESHOLD IS
6 CORRECT. OUR CONSULTANT HAS DETERMINED THAT YOUR CONSULTANT'S
7 THRESHOLD IS MUCH TOO HIGH. AND, ALTHOUGH THE COUNTY
8 CONSULTANTS TOOK THE TIME TO RESPOND TO OUR SUBMISSION LAST
9 WEEK, HE HAS NOT INDICATED HOW HIS THRESHOLD COMPARES TO
10 L.A.H.D.'S, EVEN THOUGH WE HAVE ASKED REPEATEDLY FOR THAT
11 ANALYSIS. IN OTHER WORDS, YOUR CONSULTANTS HAVE REFUSED TO
12 SHOW THAT HE IS IN THE RIGHT BALLPARK IN TERMS OF HIS
13 THRESHOLD LEVEL. AT A MINIMUM, WE URGE YOU TO ASK A COUNTY
14 STAFFER WITH AN ECONOMIC BACKGROUND OR THIRD PARTY TO REVIEW
15 OUR SUBMISSION. WE BELIEVE 10 PERCENT OF ADJUSTED TOTAL AT
16 VERY LOW SHOULD BE THE POLICY THE COUNTY ADOPTS. BUT IF YOU
17 ARE GOING TO ADD MODERATE INSTEAD OF MORE VERY LOW, WHY NOT
18 FOLLOW PLAYA VISTA'S HOUSING PLAN AT 5 PERCENT VERY LOW, 5
19 PERCENT LOW, 5 PERCENT MODERATE BASED ON THE ADJUSTED TOTAL.
20 THANK YOU.

21

22 **SUP. YAROSLAVSKY, CHAIRMAN:** THANK YOU. YASMIN TONG.

23

24 **YASMIN TONG:** MY NAME IS YASMIN TONG. I'M AN AFFORDABLE HOUSING
25 FINANCE AND DEVELOPMENT CONSULTANT HERE IN LOS ANGELES. I'M



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 SPEAKING ON BEHALF OF THE WESTERN CENTER ON LAW AND POLICY.
2 FAITH KIRKPATRICK HAS YIELDED TIME TO ME TODAY. TODAY, WE'RE
3 ADVOCATING FOR A HOUSING POLICY THAT CALLS FOR DEVELOPERS TO
4 SET ASIDE 10 PERCENT OF THEIR UNITS FOR VERY LOW INCOME
5 HOUSEHOLDS PLUS LIKE FOR LIKE REPLACEMENT. BECAUSE WE HAVE
6 FOUND A WAY TO PROVIDE MORE AFFORDABILITY AT LESS COST THAN
7 ANY OF THE OPTIONS PROVIDED BY THE COUNTY'S FINANCIAL
8 CONSULTANT, OUR PROPOSAL RELIES ON ALMOST ALL THE SAME
9 FINANCIAL ASSUMPTIONS THAT THE COUNTY'S CONSULTANT USES IN
10 ANALYZING THE FINANCIAL FEASIBILITY OF NEARLY 1,300 HOUSING
11 UNITS PROPOSED IN THE MARINA WITH ONE EXCEPTION. THE COUNTY'S
12 CONSULTANT CONCLUDES AN APPROPRIATE MARKET RETURN ON COST FOR
13 THESE DEVELOPERS IS 8 PERCENT. WE USE A 7 PERCENT RETURN ON
14 COST. THE COUNTY'S THRESHOLD TRANSLATES TO AN INTERNAL RATE OF
15 RETURN OF 28 PERCENT, WHICH IS WELL ABOVE MARKET. OURS
16 TRANSLATES TO 18 TO 20 PERCENT INTERNAL RATE OF RETURN, WHICH
17 IS A VERY HEALTHY MARKET RETURN. THE LEGAL AID FOUNDATION OF
18 LOS ANGELES AND WESTERN CENTER FOR LAW AND POVERTY HAS ENGAGED
19 NEIL MEYER, A REAL ESTATE CONSULTANT AND FORMER HEAD OF-- A
20 REAL ESTATE ECONOMIST AND FORMER HEAD OF COMMUNITY DEVELOPMENT
21 DEPARTMENT FOR THE CITY OF BERKELEY, TO PROVIDE AN ALTERNATIVE
22 ANALYSIS IN WHICH THE RETURN ON COST IS THRESHOLD IS LOWERED
23 BY ONE PERCENT. THIS APPROACH IS CONSISTENT WITH THE CITY OF
24 LOS ANGELES' THRESHOLD FOR DETERMINING FINANCIAL FEASIBILITY
25 AND THE CITY DEVELOPERS WHO CAN ACHIEVE A 15 PERCENT INTERNAL



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 RATE OF RETURN IN APARTMENT DEVELOPMENTS ARE MANDATED TO SET
2 ASIDE 10 PERCENT OF UNITS AS VERY LOW INCOME. THIS IS AN
3 APPROPRIATE THRESHOLD RETURN BECAUSE DEVELOPERS IN THE CITY
4 ARE COMPLYING WITH IT. THE MOST IMPORTANT POINT I WANT TO MAKE
5 IS THAT THE COUNTY'S CONSULTANT STATED OUR ANALYSIS SHOULD
6 INCLUDE AN ADDITIONAL 15 PERCENT AS DEVELOPER FEE IN THE
7 PROJECT COST. WE MADE THAT CHANGE. AND, EVEN THOUGH WE
8 DISAGREED WITH IT AND FOUND THAT, AFTER ADDING 15 PERCENT MORE
9 COSTS TO OUR PROPOSAL, DEVELOPERS COULD STILL ACHIEVE A 16
10 PERCENT INTERNAL RATE OF RETURN. SO, ACCORDING TO THE COUNTY'S
11 CONSULTANT ALSO, THE COUNTY WILL PAY \$30 MILLION IN GROUND
12 LEASE RENT REDUCTIONS TO ACHIEVE 5 PERCENT VERY LOW INCOME
13 UNITS AT THESE MARINA DEVELOPMENTS. THIS COST GOES UP AS THE
14 NUMBER OF AFFORDABLE REPLACEMENT UNITS INCREASES AND RENT
15 LEVELS TARGET LOWER INCOME HOUSEHOLDS. OUR PROPOSAL COSTS THE
16 COUNTY ONLY \$6 MILLION AND PROVIDES 10 PERCENT AFFORDABILITY.
17 IN THE SAMPLE OF 1,300 UNITS MENTIONED PREVIOUSLY, OUR
18 PROPOSAL COULD ACHIEVE 126 NEW AFFORDABLE UNITS, 40
19 REPLACEMENT. THE COUNTY'S CURRENT PROPOSAL WOULD YIELD ONLY 88
20 AFFORDABLE UNITS AND COST \$30 MILLION. WHAT'S THE REASON FOR
21 THE DIFFERENCE IN COSTS AND AFFORDABILITY? A 1 PERCENT
22 DIFFERENCE IN HOW MUCH RETURN ON COSTS THE COUNTY IS WILLING
23 TO GIVE DEVELOPERS. THE LAST POINT I WANT TO MAKE IS THAT SOME
24 OF THE CURRENT LEASEHOLDS HAVE YEARS REMAINING ON THEIR
25 LEASES, WHICH WOULD ADD TO TOTAL COST AND THE IMPACT OF-- ON



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 THE COUNTY'S FINANCIAL ANALYSIS IS THAT THE DEVELOPER'S RETURN
2 ON COST IS GREATER THAN 7 PERCENT. IN OUR PROPOSAL, THE COUNTY
3 WOULD HAVE TO PROVIDE A LITTLE MORE THAN \$17 MILLION IN GROUND
4 LEASE CREDITS TO ACHIEVE A 7 PERCENT RETURN FOR THE DEVELOPER
5 BUT THAT IS STILL \$6 MILLION LESS THAN ANY OPTION PRESENTED BY
6 THE COUNTY. TO SUM UP, IF THE COUNTY WILL APPLY A THRESHOLD
7 FEASIBILITY LEVEL EQUIVALENT TO A 15 PERCENT INTERNAL RATE OF
8 RETURN AND CAN IMPLEMENT AN AFFORDABLE HOUSING POLICY THAT
9 ACHIEVES 10 PERCENT OF THE UNITS SET ASIDE FOR VERY LOW INCOME
10 HOUSEHOLDS AND LIKE FOR LIKE REPLACEMENT WITH RELATIVELY LOW
11 COST. THANK YOU.

12
13 **SUP. YAROSLAVSKY, CHAIRMAN:** THANK YOU. BEN BEACH?

14
15 **BEN BEACH:** GOOD AFTERNOON, SUPERVISORS. BEN BEACH FROM LEGAL
16 AID FOUNDATION OF LOS ANGELES HERE ON BEHALF OF PEOPLE
17 ORGANIZED FOR WESTSIDE RENEWAL. I UNDERSTAND THAT TWO OF THE
18 PROPOSALS WHICH MAY BE UP FOR DISCUSSION ON THIS ITEM INVOLVE,
19 FIRST, A PROPOSAL IN WHICH 5 PERCENT OF THE UNITS ARE SET
20 ASIDE FOR VERY LOW INCOME FAMILIES OR 7 PERCENT OF UNITS ARE
21 SET ASIDE FOR MODERATE INCOME HOUSEHOLDS AND THAT CALCULATION
22 IS BASED ON THE NET NEW DETERMINATION OF UNITS. THE
23 ALTERNATIVE PROPOSAL IS 5 PERCENT SET ASIDE FOR LOW INCOME
24 HOUSEHOLDS AND 5 PERCENT SET ASIDE FOR MODERATE INCOME
25 HOUSEHOLDS BASED UPON THE ADJUSTED TOTAL APPROACH. SO THE KEY



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 DIFFERENCES BETWEEN THE PROPOSALS WHICH WE UNDERSTAND MAY BE
2 ON THE TABLE TODAY RELATE TO THE NUMBER OF UNITS OF VERY LOW
3 AND LOW THAT WE'RE LIKELY TO GET AND WHETHER THE NET NEW
4 APPROACH VERSUS THE ADJUSTED TOTAL APPROACH IS THE RIGHT
5 APPROACH TO TAKE. LET ME START WITH THE SECOND ISSUE. JUST TO
6 TAKE US BACK TO THE LAST HEARING ON THIS MATTER, WE
7 EXTENSIVELY DISCUSSED WHY THE NET NEW APPROACH RESULTS IN A
8 MASSIVE REDUCTION IN THE NUMBER OF AFFORDABLE UNITS THAT WE
9 ULTIMATELY GET AT THESE PROJECTS AND THAT REDUCTION BEARS NO
10 RELATIONSHIP TO WHAT'S FEASIBLE IN FACT WITH THE PROJECT. IT'S
11 AN ARTIFICIAL REDUCTION BASED UPON AN ARTIFICIAL CONSTRUCTION.
12 SUPERVISOR MOLINA, IN FACT, ASKED SPECIFICALLY HOW THAT
13 APPROACH IS ARRIVED AT AND THE RESPONSE WAS, IN ESSENCE, THAT
14 IT WAS SIMPLY A PROPOSAL BUT WE DON'T YET KNOW THE LOGIC OF
15 IT. WE ONLY KNOW THAT IT RESULTS IN A MASSIVE REDUCTION THAT
16 BEARS NO RELATIONSHIP TO FEASIBILITY. THE SECOND POINT I WANT
17 TO MAKE IS SIMPLY THAT WE SHOULD, AS FOLKS HAVE TESTIFIED, BE
18 ARRIVING AT A HIGHER PERCENTAGE OF VERY LOW AND LOW INCOME
19 UNITS. THE COUNTY'S HOUSING ELEMENT SHOWS THAT, IN
20 UNINCORPORATED MARINA, THE 2006 HOUSING ELEMENT SHOWS, IN THE
21 UNINCORPORATED AREAS OF THE MARINA, THE COUNTY NEEDS THOUSANDS
22 AND THOUSANDS OF VERY LOW INCOME AND LOW INCOME UNITS. AND THE
23 MARINA AFFORDABLE HOUSING POLICY PROVIDES THE SINGLE
24 OPPORTUNITY AND SITUATION WHERE THE COUNTY HAS LEVERAGE TO
25 OBTAIN, MAKE A SMALL DENT TOWARDS THOSE THOUSANDS AND



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 THOUSANDS OF VERY LOW AND LOW INCOME UNITS THAT IT MUST OBTAIN
2 UNDER THE HOUSING ELEMENT REQUIREMENTS. THANK YOU.

3

4 **SUP. YAROSLAVSKY, CHAIRMAN:** THANK YOU, MR. BEACH. ALL RIGHT.
5 THAT CONCLUDES THE PUBLIC HEARING. SUPERVISOR MOLINA, YOUR
6 MOTION IS NUMBER 115. SO WE'LL START WITH YOU AND THEN MR.
7 KNABE.

8

9 **SUP. MOLINA:** LET ME JUST SAY THAT, TO BEGIN WITH, THE ISSUE
10 HERE IS ABOUT CREATING POLICY AND ESTABLISHING A POLICY WITH
11 REGARD TO THE MELLO ACT, WHICH GIVES US THAT RESPONSIBILITY
12 AND THAT DUTY. THE ISSUE OF AFFORDABILITY AND AFFORDABLE
13 HOUSING, WHETHER WE LIKE IT OR NOT, IS BECOMING MORE AND MORE
14 OF A GOVERNMENTAL ISSUE. THE REALITY IS THAT ALL OF US, I
15 THINK, IF WE ALL ASK OURSELVES, IS THAT CAN WE EVEN AFFORD TO
16 PAY FOR OUR OWN HOUSE TODAY? I KNOW FOR MYSELF THAT I CAN'T
17 AFFORD TO BUY MY OWN HOUSE. SO THE SITUATION IS THAT
18 AFFORDABILITY IS BECOMING MORE AND MORE DIFFICULT. ALL OF US
19 SEE IT WITH OUR CHILDREN, THAT THEY CAN'T AFFORD TO BUY A
20 HOME. THEY'RE HAVING TROUBLE IN RENTING APARTMENTS AND THE
21 AVAILABILITY OF AFFORDABILITY IS A TOUGH ONE. WE SEE PEOPLE
22 MOVING FURTHER AND FURTHER AWAY, WHICH IS CAUSING ALL KINDS OF
23 SECONDARY PROBLEMS AS FAR AS TRANSPORTATION AND SO ON. SO THE
24 KEY ISSUE HERE IS THAT THIS BOARD NEEDS TO MAKE A
25 DETERMINATION ON THIS POLICY. FIRST OF ALL, WE SHOULD MAXIMIZE



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 THE OPPORTUNITY TO BRING AFFORDABILITY ANY TIME WE HAVE AN
2 OPPORTUNITY AS COUNTY GOVERNMENT. IN THIS INSTANCE, MORE SO
3 BECAUSE IT IS OUR PROPERTY. SO WE NEED TO TAKE THE FIRST
4 LEADERSHIP STEP IN PROVIDING THAT KIND OF LEADERSHIP, THAT
5 KIND OF MOTIVATION AND THAT KIND OF EFFORT TO ANY OTHER
6 PRIVATE DEVELOPER. IF WE DON'T DO IT OURSELVES, THEN, WHEN WE
7 TALK ABOUT THIS ISSUE, IT'S LIKE ASKING EVERYONE ELSE TO TAKE
8 ON THIS RESPONSIBILITY WHEN WE WON'T TAKE IT ON OURSELVES.
9 NOW, THE MARINA, AGAIN SOME WOULD SAY, WHY THERE? IT'S A VERY,
10 VERY EXPENSIVE PLACE TO BE. INSTEAD, AFFORDABILITY SHOULD BE
11 SOMEWHERE ELSE. BUT I REALLY THINK THAT AFFORDABILITY, THE
12 REASON IT QUOTE HAS SUCH A BAD NAME IS BECAUSE WE HAVEN'T PAID
13 THE KIND OF ATTENTION TO THOSE ISSUES. AND AFFORDABILITY
14 SHOULDN'T BE SEGREGATING POOR PEOPLE ALTOGETHER SOMEWHERE.
15 THEY SHOULD BE INTEGRATED IN THE COMMUNITY AS WE ARE
16 INTEGRATED IN HOW WE WORK AND HOW WE PLAY AND HOW WE ENTERTAIN
17 OURSELVES AND HOW WE FUNCTION AS A SOCIETY. SO, FOR THIS
18 BOARD, THE ISSUE BEFORE US IS REALLY THAT. ARE WE WILLING TO
19 TAKE THE KIND OF BOLD STEP THAT WE SHOULD BE TAKING? ARE WE
20 WILLING TO PROVIDE THE KIND OF LEADERSHIP TO EVERYONE ELSE?
21 ARE WE ALSO GOING TO BE BOLD ENOUGH TO SAY THAT AFFORDABILITY
22 SHOULD BE INTEGRATED? WE JUST RECENTLY PASSED THE GRAND AVENUE
23 PROJECT, AT LEAST THE SCHEMATIC DESIGN. IN IT, YOU HAVE ON
24 SITE AFFORDABILITY. WITH PROBABLY WHEN THESE CONDOMINIUMS AND
25 THE HIGH-END PENTHOUSES ARE BUILT ARE GOING TO BE SOME OF THE



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 MOST EXPENSIVE THROUGHOUT THE REGION BUT IT IS GOING TO BE
2 INTEGRATED AMONGST IT WITH AFFORDABILITY. AND IT WAS
3 INTERESTING, AS WE RAISED THIS ISSUE WITH THE DEVELOPER,
4 RELATED COMPANIES, THEY DIDN'T HAVE A HUGE A PROBLEM WITH IT
5 BECAUSE THEY DEVELOP IN OTHER AREAS LIKE NEW YORK WHERE YOU
6 HAVE AFFORDABILITY THAT'S INTEGRATED THROUGHOUT THE COMMUNITY.
7 SO LET'S FACE IT. WE HAVE THIS POLICY BEFORE US. WE HAVE AN
8 OPPORTUNITY TO BE BOLD. AGAIN, WE ARE NOT PUTTING IT ON THE
9 DEVELOPER. THE DEVELOPER IS ALREADY-- WE'VE ALREADY MAXIMIZED
10 THE BEST NEGOTIABLE RATE WITH THE DEVELOPER. WE'VE ASKED THEM
11 TO DO VARIOUS THINGS. THEY ARE TAKING THEIR RESPONSIBILITY.
12 THEY'RE GOING TO HAVE TO PAY INTO THE ISSUE OF AFFORDABILITY
13 AND WE'VE ALREADY NEGOTIATED THAT ASPECT OF IT. NOW IT'S WHAT
14 ARE WE GOING TO CONTRIBUTE IN ORDER TO BRING THAT ABOUT? SO I
15 REALLY THINK IT'S AN OPPORTUNITY TO BE BOLD AND STRONG AND NOT
16 PAY LIP SERVICE TO AN ISSUE THAT SOMEBODY ELSE CAN HANDLE.
17 IT'S HERE TODAY. IT IS SOMETHING WE SHOULD DO. AND REALLY IF
18 YOU THINK ABOUT IT, IT IS ABOUT YOUR OWN CHILDREN. IT IS ABOUT
19 YOUR OWN STAFF PEOPLE. IT IS ABOUT YOUR OWN NEIGHBORS THAT
20 CANNOT AFFORD TO LIVE IN MOST OF OUR COMMUNITIES BECAUSE
21 THEY'RE BEING PRICED OUT SO QUICKLY OUT OF THE MARKET. AND THE
22 WORST PART ABOUT IT IS THOSE THAT CAN'T EVEN AFFORD TO BUY A
23 HOUSE, IT'S-- EVEN RENTING IS IMPOSSIBLE. NOT ONLY FINDING
24 AVAILABLE UNITS BUT, MORE IMPORTANTLY, FINDING AFFORDABLE
25 UNITS. SO WE HAVE A DUTY HERE. WE HAVE A RESPONSIBILITY HERE.



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 I PUT A MOTION TOGETHER THAT MAXIMIZES THE OPPORTUNITY AT
2 EVERY LEVEL. HOW WE COUNT THEM. HOW WE LOOK AT THEM. HOW WE
3 SET THEM UP. AND OUR RESPONSIBILITY TO THEM. SO I HOPE TO GET
4 THE SUPPORT OF THE BOARD. I THINK IT'LL BE THE FIRST BOLD STEP
5 WE'LL BE TAKING IN THE WHOLE AREA OF AFFORDABILITY BUT, AS
6 MANY PEOPLE MENTIONED TODAY, IT IS THE KIND OF THING THAT WE
7 ALL HAVE TO UNDERSTAND AND BRACE OURSELVES FOR BECAUSE IT IS
8 NEVER GOING TO COME DOWN. AND, YOU KNOW, SALARIES ARE NEVER
9 GOING TO MAKE UP FOR THE HOUSING SHORTAGE AND THE HOUSING
10 PROBLEMS THAT WE HAVE. SO I HOPE WE WILL HAVE AN OPPORTUNITY
11 TO EMBRACE THIS KIND OF POLICY.

12

13 **SUP. YAROSLAVSKY, CHAIRMAN:** THANK YOU, SUPERVISOR MOLINA.
14 SUPERVISOR KNABE?

15

16 **SUP. KNABE:** YEAH, I JUST AM IN AGREEMENT WITH MOST OF WHAT
17 SUPERVISOR MOLINA HAS SAID. I MEAN, I THINK WE ALL, AS WE LOOK
18 AT THE ISSUE OF AFFORDABILITY, WE'VE DONE OTHER PROJECTS
19 WITHIN THE UNINCORPORATED COUNTY. THIS IS ONLY THE ISOLATED
20 AREA. MARINA DEL REY, THERE IS NO WAY THAT WE CAN DO ALL THAT
21 WE NEED TO DO IN MARINA DEL REY BUT WE COULD CERTAINLY MAKE A
22 SIGNIFICANT IMPACT. I GUESS I'D LIKE TO ALSO OFFER UP A MOTION
23 AND ONE OF THE THINGS I THINK WE HAVE A GREAT OPPORTUNITY TO
24 DO HERE, BECAUSE A PROBLEM I'VE HAD IS ALWAYS THE OFFSITE
25 DEVELOPMENT FEE WHERE YOU TRY TO DO SOMETHING OFFSITE. ON



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 SITE, I THINK, ALLOWS US A MUCH BETTER OPPORTUNITY, ALLOWS US
2 TO DEAL WITH THE ISSUE OF INTEGRATION AS IT RELATES TO NOT
3 ISOLATING AND WE'VE BEEN VERY SUCCESSFUL IN OTHER AREAS OF THE
4 COUNTY. BUT, IN REVIEWING THE FINANCIAL ANALYSIS AND RELATED
5 INFORMATION, I'LL ASK MY STAFF TO PASS OUT THE MOTION, THE
6 COUNTY'S ABILITY TO GENERATE REVENUES FROM GROUND LEASES THAT
7 CAN BE USED TO FINANCE PUBLIC BENEFIT PROGRAMS ON A COUNTYWIDE
8 BASIS MUST BE BALANCED WITH THE NEED TO PRESERVE EXISTING
9 AFFORDABLE HOUSING SUPPLIES AND DEVELOP NEW AFFORDABLE HOUSING
10 UNITS WITHIN THE MARINA. JUDGING BY THE FINANCIAL ANALYSIS,
11 OPTIONS 1 AND OPTION 6 ACHIEVE A WORKABLE BALANCE BY LIMITING
12 THE FINANCIAL IMPACT TO THE COUNTY WHILE PROVIDING FOR AN
13 ADEQUATE NUMBER OF AFFORDABLE HOUSING UNITS TO BE CONSTRUCTED
14 AS ANY PART OF ANY FUTURE DEVELOPMENT WITHIN THE MARINA. WE
15 HEAR TESTIMONY ON BOTH SIDES. WE SHOULD GET MORE FOR OUR
16 MONEY. WE SHOULD GET LESS. WHATEVER IT MAY BE. AND I THINK THE
17 DIFFERENCE ON SOME OF THESE PERCENTAGES IS THE FACT THAT NO
18 OTHER PLACE DOES THE GOVERNMENT OWN THE PROPERTY. SO I THINK
19 THAT'S THE SIGNIFICANT DIFFERENCE HERE. OPTION 1 ALLOWS THE
20 DEVELOPER TO QUALIFY FOR A DENSITY BONUS WHILE PROVIDING
21 HOUSING FOR PEOPLE WITH VERY LOW INCOMES. OPTION 6 HELPS
22 ADDRESS THE NEED FOR MORE AFFORDABLE UNITS FOR PEOPLE WITH
23 MODERATE LEVEL INCOMES. SO I THEREFORE MOVE THAT THE BOARD OF
24 SUPERVISORS DIRECT THE C.A.O. TO INCORPORATE THE FOLLOWING IN
25 THE DRAFT AFFORDABLE HOUSING POLICY FOR MARINA DEL REY IN



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 ORDER TO ESTABLISH THE PROJECT PARAMETERS FOR THE DRAFT POLICY
2 FOR THE PURPOSES OF COMPLETING THE REVIEW REQUIRED BY C.E.Q.A.
3 ONE, THAT WE INCORPORATE THE FOLLOWING GOALS FOR NEW
4 DEVELOPMENT INCLUSIONARY UNIT. OPTION 1, WHICH SETS A GOAL OF
5 5 PERCENT OF THE NET NEW UNITS TO BE SET ASIDE FOR VERY LOW
6 INCOME FAMILIES OR THE ALTERNATIVE, OPTION 6, WHICH SETS A
7 GOAL OF 7 PERCENT OF THE NET NEW UNITS TO BE SET ASIDE FOR
8 MODERATE INCOME FAMILIES. TWO, REQUIRE RENTAL LEVELS OF
9 REPLACEMENT UNITS TO BE EQUIVALENT TO THE INCOME LEVEL OF THE
10 EXISTING RESIDENTS WHOSE INCOME LEVEL TRIGGERS THE REPLACEMENT
11 REQUIREMENT. IN OTHER WORDS, REPLACEMENT UNITS MUST BE SET
12 ASIDE ON A LIKE FOR LIKE BASIS. AND, THREE, REQUIRE THAT THESE
13 PROVISIONS BE REQUIRED FOR THE TERM OF THE LEASEHOLD. THAT'S
14 MY MOTION.

15
16 **SUP. YAROSLAVSKY, CHAIRMAN:** ALL RIGHT. IS THERE A SECOND TO
17 THE MOTION?

18
19 **SUP. BURKE:** I'LL SECOND IT. I HAVE SOME QUESTIONS.

20
21 **SUP. YAROSLAVSKY, CHAIRMAN:** MS. BURKE.

22
23 **SUP. BURKE:** I THINK WE ALL RECOGNIZE THAT AFFORDABILITY IS
24 SOMETHING THAT IS THE RESPONSIBILITY OF THE COUNTY OF LOS
25 ANGELES, PARTICULARLY IN THE MARINA, AND I BELIEVE THAT IT



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 SHOULD BE WITHIN THE MARINA AREA RATHER THAN OFFSITE. SO THAT
2 I THINK THAT WE HAVE TO LOOK AT THIS WHOLE ISSUE OF ASSURING
3 THAT WE DO HAVE AFFORDABILITY AND THAT WE UNDERSTAND EXACTLY
4 WHAT IS WITHIN THE PURVIEW OF AFFORDABILITY. WE'VE HAD A LOT
5 OF DISCUSSION ABOUT THE CITY OF LOS ANGELES AND THEIR
6 AGREEMENT OR WITH DEVELOPERS AS FAR AS I SUPPOSE IT'S A
7 SETTLEMENT OF A PENDING LAWSUIT. I'D LIKE TO GET SOME
8 INFORMATION IN TERMS OF THE DEFINITION OF SOME OF THESE TERMS
9 IN TERMS OF LOW AND ALSO MODERATE. IF I COULD GET SOMEONE?
10 COULD C.D.C. COME FORWARD? I'D LIKE TO GET SOME COMPARISON OF
11 THE CITY OF LOS ANGELES AND THEIR DEFINITIONS OF LOW AS IT
12 COMPARES TO OUR DEFINITION.

13

14 **BLAIR BABCOCK:** I'LL INTRODUCE MYSELF, I'M BLAIR BABCOCK. I'M
15 THE MANAGER OF HOUSING DEVELOPMENT FOR THE COMMUNITY
16 DEVELOPMENT COMMISSION.

17

18 **SUP. BURKE:** COULD YOU GIVE US JUST SOME BASIC COMPARISONS IN
19 TERMS OF WHAT WE CONSIDER VERY LOW AND WHAT THE CITY OF LOS
20 ANGELES CONSIDERS VERY LOW?

21

22 **BLAIR BABCOCK:** WELL, I THINK PERHAPS THE BEST WAY TO DO THAT
23 WOULD BE TO GIVE YOU SOME EXAMPLES OF THE RENTS THAT ARE
24 CHARGED.

25



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **SUP. BURKE:** RIGHT.

2

3 **BLAIR BABCOCK:** FOR EXAMPLE, THE CITY OF LOS ANGELES, FOR A ONE
4 BEDROOM UNIT, A VERY LOW INCOME UNIT, WOULD CHARGE \$694 AND
5 THAT INCLUDES A DEDUCTION FOR UTILITY ALLOWANCE. AND THEN A 1
6 BEDROOM UNIT THAT WOULD COME UNDER OUR STANDARDS, IT WOULD BE
7 \$519. SO, OBVIOUSLY, THERE'S A CONSIDERABLE DIFFERENCE BETWEEN
8 THE TWO, WELL OVER \$100.

9

10 **SUP. BURKE:** AND WHAT ABOUT THE LOW?

11

12 **BLAIR BABCOCK:** THE LOW INCOME, AS WE DEFINE IT, IS 80 PERCENT
13 OF THE MEDIAN INCOME OR LESS. FOR A ONE BEDROOM UNIT THAT
14 WOULD BE IN THE CITY OF LOS ANGELES, \$1,137 AND IN THE COUNTY
15 IT WOULD BE \$634.

16

17 **SUP. BURKE:** SO OUR DEFINITIONS OF LOW AND VERY LOW HIT A
18 TOTALLY DIFFERENT GROUP OF PEOPLE THAN THE CITY DOES IN TERMS
19 OF THEIR DEFINITION?

20

21 **BLAIR BABCOCK:** YES, THEY DO. IT'S OUR BELIEF, IN FACT, THAT WE
22 HAVE VERIFIED THIS WITH COUNTY COUNSEL, THAT THE MELLO ACT
23 REALLY CALLS FOR THE USE OF STATE INCOME STANDARDS WHICH ARE
24 ESTABLISHED BY THE STATE DEPARTMENT OF HOUSING AND COMMUNITY



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 DEVELOPMENT AND THEY USE A DIFFERENT INCOME STANDARD THAN THE
2 COUNTY DOES OR THE CITY DOES, I SHOULD BE SAYING.

3

4 **SUP. BURKE:** ARE WE USING THE STATE STANDARD?

5

6 **BLAIR BABCOCK:** YES. THE STATE STANDARD IS USED BY THE COUNTY.

7

8 **SUP. BURKE:** SO THAT WILL BRING INTO OUR DEFINITIONS OF
9 MODERATE PEOPLE THAT ALMOST ARE LOW IN THE CITY, IS THAT
10 CORRECT?

11

12 **BLAIR BABCOCK:** YES. THAT IS CLOSE.

13

14 **SUP. BURKE:** SO I THINK THAT WE HAVE TO LOOK AT THESE THINGS IN
15 TERMS OF OUR DEFINITIONS.

16

17 **BLAIR BABCOCK:** YES.

18

19 **SUP. BURKE:** IT'S ONE THING TO HAVE A DEFINITION YOU THROW OUT.
20 IT'S SOMETHING ELSE TO SAY THAT YOU'RE GOING TO MEET A CERTAIN
21 POPULATION. AND I'M VERY CONCERNED ABOUT MAKING AVAILABLE,
22 WITHIN THE MARINA, HOUSING FOR PEOPLE WHO ARE LOW INCOME
23 PEOPLE, WHO ARE MODERATE INCOME BECAUSE WE DO NEED TO HAVE
24 THAT VARIETY WITHIN THE MARINA DEL REY. AND I'M ONE OF THESE
25 PEOPLE WHO HAS BEEN IN THE MARINA FOR YEARS AND YEARS. IT'S



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 NOT A MATTER THAT I'M JUST A DRIVE THROUGH PERSON. I'VE HAD AN
2 ONGOING RELATIONSHIP IN TERMS OF LIVING, LIVING NEARBY AND
3 ALSO, OF COURSE, COMING IN AND OUT FOR ALL THE SERVICES THAT
4 ALL OF US PARTICIPATE WITHIN THE MARINA. SO I'M VERY FAMILIAR
5 WITH THE PEOPLE WHO LIVE THERE AND ALSO I'VE ALSO WATCHED
6 DETERIORATION OF AREAS OF THE MARINA. AND IT'S VERY-- IT WAS
7 VERY DISAPPOINTING TO SEE SOME OF THE SLIPS DETERIORATE, THE
8 APARTMENTS DETERIORATE. AND I THINK IT'S VERY IMPORTANT THAT
9 WE HAVE THOSE UNITS REPLACED, THAT WE BUILD UP THAT MARINA. IT
10 SHOULD BE A PLACE THAT PEOPLE LOOK AT AND IT LOOKS GOOD. AND
11 IT'S GOING IN THAT DIRECTION. SERVICES ARE BETTER. FACILITIES
12 ARE MUCH BETTER. BUT WE ALSO NEED TO REPLACE SOME OF THOSE
13 RUNDOWN APARTMENTS THAT HAVE BEEN ALLOWED TO RUN DOWN. AND I
14 KNOW IT WAS A NUMBER OF CIRCUMSTANCES. YOU KNOW, PEOPLE FORGET
15 THAT WE HAVE GONE THROUGH RECESSIONS WHERE SOME OF THOSE
16 PEOPLE WHO MIGHT HAVE BEEN BUYING OR MIGHT HAVE BEEN LIVING IN
17 HIGH INCOME PLACES ALL OF A SUDDEN THEY WEREN'T ABLE TO PAY
18 FOR THEM. WE HAVEN'T COME TO THE LAST ONE OF THOSE. SO THAT WE
19 HAVE TO LOOK AT ALL OF OUR INVESTMENT AS WE TRY TO PROTECT OUR
20 INVESTMENTS IN SUCH A WAY TO SAY, OKAY, WE KNOW THAT ALL OF
21 THESE HIGH INCOME PEOPLE ARE GOING TO ALWAYS PAY THESE LARGE
22 RENTS BUT ALL YOU HAVE TO DO IS LOOK AT THE MARINA CITY CLUB
23 AND SEE WHAT'S HAPPENED TO IT OVER THE YEARS WHERE THERE WERE
24 PEOPLE WHO WERE PAYING HIGH RENTS AND NOW, YOU KNOW, IT'S
25 COMING BACK A LITTLE BIT NOW BUT IT WASN'T DOING TOO WELL A



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 COUPLE OF YEARS AGO. SO I REALLY THINK THAT WE HAVE A
2 RESPONSIBILITY TO HAVE AFFORDABILITY BUT WE HAVE TO LOOK AT
3 LIKE FOR LIKE. WE CAN'T THROW OUT ONE MEASURE FOR THE CITY AND
4 THEN ANOTHER MEASURE FOR THE COUNTY AND THEN TRY TO SAY THAT
5 WE'RE PROVIDING THE SAME KIND OF A SERVICE. I THINK THAT WE DO
6 HAVE TO PROVIDE AFFORDABILITY BUT WE NEED TO BE HONEST IN
7 TERMS OF WHAT WE'RE PROVIDING.

8

9 **SUP. YAROSLAVSKY, CHAIRMAN:** IS THERE ANY OTHER DISCUSSION ON
10 THIS? STICK AROUND. THE COSTS THAT ARE IN THE INFORMATION YOU
11 GAVE US, THE CHARTS, ARE THESE COSTS FOR THE LIFETIME OF THE
12 PROJECT?

13

14 **RICHARD WEISS, COUNSEL.:** MR. CHAIRMAN, I WOULD ASK THAT OUR
15 ECONOMIC CONSULTANTS COME UP TO ANSWER YOUR QUESTIONS
16 REGARDING THE ACTUAL MONETARY ISSUES.

17

18 **SUP. MOLINA:** BEFORE YOU DO THAT, ON MS. BURKE'S CLARIFICATION
19 BECAUSE I GOT CONFUSED FOR THAT. WE ARE THE SAME AS THE CITY,
20 ARE WE NOT?

21

22 **BLAIR BABCOCK:** NO. IN THE MARINA, WE WOULD NOT BE CHARGING THE
23 SAME RENTS.

24



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **SUP. MOLINA:** NO, NO. I MEAN, BUT AS FAR AS RESPONSIBILITY AS
2 TO INCLUSIONARY AND THAT, WE ARE THE SAME, CORRECT?

3

4 **RICHARD WEISS, COUNSEL:** SUPERVISOR MOLINA, IF I COULD ANSWER
5 THAT ONE. THE MELLO ACT APPLIES EQUALLY IN THE CITY AND COUNTY
6 WITH RESPECT TO THEIR TERRITORY IN THE COASTAL ZONE.

7

8 **SUP. MOLINA:** DO WE HAVE THE SAME PROPOSAL ON THE POLICY? MS.
9 BURKE ASKED THE QUESTION THAT IT'S DIFFERENT. IS IT DIFFERENT?

10

11 **SUP. BURKE:** MY QUESTION WAS HOW DO YOU DEFINE LOW INCOME IS
12 DIFFERENT.

13

14 **BLAIR BABCOCK:** RIGHT. IN THE STATE AND THE-- BOTH THE STATE
15 AND H.U.D. USE THE SAME DEFINITION OF LOW INCOME BUT THE STATE
16 HAS A METHODOLOGY FOR CALCULATING RENTS THAT IS CONSIDERABLY
17 DIFFERENT THAN WHAT THE FEDERAL GOVERNMENT USES.

18

19 **SUP. MOLINA:** AND THE CITY USES WHAT?

20

21 **BLAIR BABCOCK:** THEY ARE CURRENTLY USING THE H.U.D. STANDARD.

22

23 **SUP. MOLINA:** RIGHT. AND SO THE H.U.D. STANDARD ALLOWS FOR
24 HIGHER INCOME?

25



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **BLAIR BABCOCK:** YES, IT DOES. HIGHER RENTS.

2

3 **SUP. MOLINA:** ALL RIGHT. GOOD, THANK YOU.

4

5 **SUP. YAROSLAVSKY, CHAIRMAN:** CAN I ASK-- ARE THESE FIGURES,
6 LIKE, ON SUPERVISOR KNABE'S MOTION, 33.7 MILLION THE COUNTY
7 REVENUE LOST, THIS IS FOR THE-- OVER WHAT PERIOD OF TIME?

8

9 **SPEAKER:** THAT'S OVER THE TERM OF THE LEASES. IT'S
10 APPROXIMATELY 60 YEARS.

11

12 **SUP. YAROSLAVSKY, CHAIRMAN:** 60 YEARS. AND SO THE REVENUE LOSS,
13 LET'S JUST PICK ANY ONE OF THEM BUT LET'S PICK-- ON MR.
14 KNABE'S MOTION, IT'S 33.7 MILLION, WHAT IS THAT A LOSS? OVER
15 WHAT BASE? WHAT IS THE TOTAL REVENUE?

16

17 **SPEAKER:** THIS IS A PRESENT VALUE.

18

19 **SUP. YAROSLAVSKY, CHAIRMAN:** I KNOW. WHAT IS THE TOTAL NET
20 PRESENT VALUE OF THE REVENUE?

21

22 **SPEAKER:** THE GROSS REVENUE IS 132...

23

24 **SUP. YAROSLAVSKY, CHAIRMAN:** NO, THAT'S NOT WHAT I ASKED. THE
25 33.7 IS A REVENUE LOSS. SUBTRACTED FROM WHAT?



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1

2 **SPEAKER:** FROM 132. SO THE GROSS IS ABOUT 100.

3

4 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY. THAT'S NOT A NET PRESENT
5 VALUE FIGURE?

6

7 **SPEAKER:** THOSE ARE NET PRESENT VALUE FIGURES.

8

9 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY. SO YOU HAVE 132, BASICALLY,
10 IS THE REVENUE THAT WE'RE GETTING OVER THE LIFETIME OF THE
11 PROJECT. AND THESE FIGURES 33.7 OR 62 MILLION LOSS IS TO BE
12 SUBTRACTED FROM 132, CORRECT?

13

14 **SPEAKER:** THAT'S CORRECT, SIR.

15

16 **SUP. YAROSLAVSKY, CHAIRMAN:** IT CAN TELL US WHAT OUR NET
17 REVENUE IS, WHAT THE NET IS?

18

19 **SPEAKER:** THAT'S CORRECT, SIR.

20

21 **SUP. YAROSLAVSKY, CHAIRMAN:** SO I'M JUST-- THE REVENUE LOSS IS
22 OUR BUSINESS. AND I'M JUST-- NO, I'M NOT, I'M NOT ACTUALLY
23 CURIOUS-- WHY THE LESSEES FEEL AS STRONGLY AS THEY DO AND I
24 DON'T KNOW WHO THE APPROPRIATE PERSON TO ASK. I REALLY DON'T
25 WANT TO ASK THE LESSEES TO COME BACK UP HERE, BUT WHY--



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 SUPPOSE WE CHOSE TO EAT MORE OF A LOSS THAN YOU ARE
2 RECOMMENDING AND THE STAFF IS RECOMMENDING, THAT WOULD BE OUR
3 BUSINESS AND WE'D HAVE TO LIVE WITH THE CONSEQUENCES. WHY DO
4 THE LESSEES CARE ONE WAY OR THE OTHER? ANYBODY SHED SOME LIGHT
5 ON THAT? WHETHER IT'S 5 PERCENT OR 7 PERCENT OR 10 PERCENT?

6

7 **SUP. MOLINA:** I THINK IT'S SORT OF LIKE DISNEYLAND. THEY DON'T
8 WANT AFFORDABLE NEXT DOOR TO THEM.

9

10 **SUP. YAROSLAVSKY, CHAIRMAN:** YEAH, WELL, THAT'S WHAT I WAS-- I
11 MEAN, I'D LIKE TO THINK THAT'S NOT THE CASE BUT IT'S PROBABLY
12 NAIVE ON MY PART TO THINK SO. I ACTUALLY-- I THINK THERE ARE
13 MORE OPTIONS THAN JUST THESE TWO OPTIONS, THAN SUPERVISOR
14 MOLINA'S MOTION OR MR. KNABE'S MOTION, BUT SUPERVISOR MOLINA'S
15 MOTION, AT LEAST FOR DISCUSSION PURPOSES, GETS US CLOSER TO
16 WHERE AT LEAST I WANT TO BE IN ADDRESSING THE AFFORDABLE
17 ISSUE. I SAID LAST TIME AND I MEAN IT, I AM LESS FOCUSED ON
18 THE LOW AND VERY LOW, ESPECIALLY AS THE CITY DOES IT, THAN I
19 AM ON LOW AND MODERATE AND I THINK THERE'S SOME VALUE, ALSO,
20 SOME SOCIAL VALUE IN ADDRESSING WORKFORCE HOUSING, AS WELL. I
21 DON'T THINK-- I WON'T REPEAT WHAT I SAID LAST TIME BUT I DO
22 THINK THERE'S A NEED TO ADDRESS THAT, ESPECIALLY IN THAT PART
23 OF THE WEST SIDE OF LOS ANGELES BETWEEN THE 405 AND THE OCEAN.
24 THERE'S NO DOUBT ABOUT IT. BUT, BETWEEN SUPERVISOR MOLINA'S
25 MOTION, WHICH, AS I UNDERSTAND IT FROM THE INFORMATION THAT--



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 THE ANALYSIS THAT WE'VE BEEN GIVEN, WOULD COST 62 MILLION OFF
2 THE 132 AND SUPERVISOR KNABE'S MOTION, WHICH WOULD COST 33.7
3 MILLION OFF THE 132, THERE ARE ALSO OTHER OPTIONS THAT WE
4 COULD, IN BETWEEN THOSE TWO. FOR EXAMPLE, ONE THAT WOULD-- AN
5 OPTION THAT WOULD REQUIRE 10 PERCENT NEW NET UNITS, CORRECT?
6 THAT'S AN OPTION. MR. KNABE'S MOTION IS 7 PERCENT NET NEW.

7

8 **SUP. KNABE:** MINE IS EITHER/ OR. SUPERVISOR MOLINA'S IS--

9

10 **SUP. YAROSLAVSKY, CHAIRMAN:** YOURS IS EITHER/OR WHAT?

11

12 **SUP. KNABE:** I MEAN, THERE'S ANOTHER OPPORTUNITY, LIKE, AND
13 SUPERVISOR MOLINA'S MOTION IS THAT, INSTEAD OF THE ADJUSTED,
14 USE THE NET NEW FIGURE, TOO.

15

16 **SUP. YAROSLAVSKY, CHAIRMAN:** BUT WHAT DOES-- EITHER WHAT OR
17 WHAT?

18

19 **SUP. KNABE:** IN MY MOTION, IT'S EITHER 5 PERCENT VERY LOW OR
20 THE ALTERNATIVE, WHICH IS OPTION 6, IS 7 PERCENT OF THE NET
21 NEW BE SET ASIDE FOR MODERATE INCOME FAMILIES.

22

23 **SUP. YAROSLAVSKY, CHAIRMAN:** RIGHT. SUPERVISOR MOLINA'S IS 63
24 MODERATE...

25



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **SUP. KNABE:** IS 5 AND 5. SHE DOESN'T DEAL WITH VERY LOW. SHE
2 DEALS WITH 5 PERCENT LOW AND 5 PERCENT MODERATE.

3

4 **SUP. MOLINA:** YOU'LL GET MORE UNITS.

5

6 **SUP. YAROSLAVSKY, CHAIRMAN:** AND ANOTHER OPTION, YOU WANT 5
7 PERCENT MODERATE AND 5 PERCENT LOW ON THE NET NEW UNITS.

8

9 **SUP. KNABE:** THAT'S ANOTHER OPTION. THAT'S NOT WHAT HERS IS BUT
10 THAT'S ANOTHER OPTION.

11

12 **SUP. YAROSLAVSKY, CHAIRMAN:** THAT'S NOT HERS. I UNDERSTAND IT'S
13 NOT HERS.

14

15 **SUP. BURKE:** WHICH NUMBER IS THAT ON?

16

17 **SUP. YAROSLAVSKY, CHAIRMAN:** THAT'S THE FAR RIGHT ON THE CHART.

18

19 **SUP. BURKE:** I KNOW BUT WHICH NUMBER IS IT OF THE OPTIONS?

20

21 **SUP. YAROSLAVSKY, CHAIRMAN:** THAT I DON'T KNOW.

22

23 **SUP. BURKE:** IT'S KIND OF HARD TO DO THIS UNLESS YOU HAVE
24 SOMETHING...

25



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **C.A.O. JANSSEN:** IS IT ONE OF THE OPTIONS IN THE BASE BOARD
2 LETTER?

3

4 **SUP. KNABE:** IT'S CLOSE TO OPTION NUMBER 8, I BELIEVE, IS THAT
5 CORRECT? OPTION 8 IS VERY LOW AND MODERATE, 5 AND 5.

6

7 **SUP. YAROSLAVSKY, CHAIRMAN:** YEAH, IT'S THE...

8

9 **SUP. KNABE:** CLOSE TO IT. SUPERVISOR MOLINA'S IS LOW AND
10 MODERATE.

11

12 **SPEAKER:** SUPERVISOR?

13

14 **SUP. YAROSLAVSKY, CHAIRMAN:** YES.

15

16 **SPEAKER:** WE'VE JUST GIVEN YOUR STAFF PERSON A REVISED CHART OR
17 A NEW CHART, UPDATED CHART THAT INCLUDES THAT PARTICULAR
18 OPTION.

19

20 **SUP. MOLINA:** THERE IS A NEW CHART THAT HAS IT?

21

22 **SPEAKER:** YES.

23

24 **SUP. MOLINA:** YOU'RE GOING TO BRING IT IN?

25



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **SUP. YAROSLAVSKY, CHAIRMAN:** ALL RIGHT. AND WHY DON'T YOU WALK
2 US THROUGH IT?

3

4 **SPEAKER:** I BELIEVE THE OPTION YOU'RE...

5

6 **SUP. YAROSLAVSKY, CHAIRMAN:** IS THE FAR RIGHT, THE ADDITIONAL
7 SCENARIOS COLUMN.

8

9 **SPEAKER:** CORRECT. THAT OPTION WAS EVALUATED. IT WOULD REQUIRE
10 A LIKE FOR LIKE REPLACEMENT. IT WOULD HAVE 10 PERCENT BASED ON
11 THE NET NEW BASE, WHICH WOULD TRANSLATE INTO 96 MODERATE UNITS
12 BEING BUILT, A TOTAL OF 136 AFFORDABLE UNITS THAT WOULD GO
13 THROUGH THE TERM OF THE LEASE. THE COST FOR THAT PARTICULAR
14 OPTION WOULD BE \$48.3 MILLION OR 37 PERCENT OF THE MARKET
15 RENT.

16

17 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY. WELL, WE HAVE TWO MOTIONS.
18 I'M NOT GOING TO ADD ANOTHER MOTION AT THIS STAGE OF THE GAME
19 TO FURTHER CONFUSE THE ISSUE BUT WE HAVE TWO MOTIONS BEFORE
20 US. SUPERVISOR MOLINA'S ITEM, WHICH IS ITEM 115 AND SUPERVISOR
21 KNABE HAS...

22

23 **CLERK SACHI HAMAI:** 116-D.

24

25 **SUP. YAROSLAVSKY, CHAIRMAN:** IS IT 116, SORRY, 116-D. AND...



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1

2 **CLERK SACHI HAMAI:** SUPERVISOR KNABE...

3

4 **SUP. YAROSLAVSKY, CHAIRMAN:** IS THERE ANY FURTHER DISCUSSION ON
5 THIS AT THIS POINT? SEEING NONE, LET'S TAKE UP SUPERVISOR
6 MOLINA'S MOTION FIRST. I'LL SECOND HER MOTION. CALL THE ROLL
7 ON HER MOTION.

8

9 **CLERK SACHI HAMAI:** THIS IS ON ITEM 116-D. SUPERVISOR MOLINA?

10

11 **SUP. MOLINA:** AYE.

12

13 **CLERK SACHI HAMAI:** SUPERVISOR BURKE?

14

15 **SUP. BURKE:** NO.

16

17 **CLERK SACHI HAMAI:** SUPERVISOR KNABE?

18

19 **SUP. KNABE:** NO.

20

21 **CLERK SACHI HAMAI:** SUPERVISOR ANTONOVICH?

22

23 **SUP. ANTONOVICH:** NO.

24

25 **CLERK SACHI HAMAI:** SUPERVISOR YAROSLAVSKY?



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1

2 **SUP. YAROSLAVSKY, CHAIRMAN:** AYE. IT FAILS. THE NEXT ITEM IS
3 MR. KNABE'S MOTION.

4

5 **SUP. MOLINA:** JUST A SECOND.

6

7 **SUP. YAROSLAVSKY, CHAIRMAN:** MS. MOLINA?

8

9 **SUP. MOLINA:** WERE YOU PLANNING ON THIS ADDITION-- YOU'RE NOT
10 INTRODUCING THIS ADDITION?

11

12 **SUP. YAROSLAVSKY, CHAIRMAN:** I WOULD IF I THOUGHT WE COULD GET
13 A THIRD VOTE.

14

15 **SUP. MOLINA:** WELL, THEN, LET'S TALK ABOUT THIS, ALL RIGHT,
16 BECAUSE I'M GOING TO WORK ON THIS. LET ME UNDERSTAND SOME OF
17 THE CONCERNS HERE. NOW, EARLIER, IT WAS ASKED ABOUT I WOULD BE
18 MORE COMFORTABLE IF THE CITY WERE THE SAME, OKAY, IF WE AND
19 THE CITY ARE THE SAME. WHY ARE WE NOT THE SAME?

20

21 **BLAIR BABCOCK:** I CAN'T REALLY ANSWER THAT QUESTION. I MADE AN
22 INQUIRY...

23

24 **SUP. MOLINA:** MR. ROYER, WHY ARE WE NOT THE SAME?

25



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **MR. ROYER:** I CAN'T ANSWER THAT.

2

3 **SUP. MOLINA:** WHO CAN ANSWER WHY WE'RE NOT THE SAME?

4

5 **MR. ROYER:** SUPERVISOR, WHAT I CAN SAY IS I BELIEVE THAT THE
6 WAY WE ARE CALCULATING THE RENTAL RATES FOR THE AFFORDABLE
7 UNITS IS CONSISTENT WITH THE MELLO ACT. THE MELLO ACT...

8

9 **SUP. MOLINA:** BUT WHY ISN'T THE CITY SUBJECTED TO THE SAME
10 MELLO ACT AS WE ARE?

11

12 **MR. ROYER:** THE CITY IS.

13

14 **SUP. MOLINA:** THEN WHY IS IT DIFFERENT?

15

16 **MR. ROYER:** THEY ARE NOT DOING IT ACCORDING TO THE MELLO ACT
17 AND THE SPECIFIC STATUTORY PROVISIONS.

18

19 **SUP. BURKE:** BUT THEY HAVEN'T ADOPTED IT AS SUCH, HAVE THEY?
20 ISN'T THIS JUST A SETTLEMENT THAT THEY'VE ENTERED INTO AS FAR
21 AS THIS IS CONCERNED?

22

23 **MR. ROYER:** THE CITY IS CURRENTLY WORKING OFF AN INTERIM MELLO
24 ACT POLICY...

25



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **SUP. BURKE:** AN INTERIM. THEY HAVEN'T ADOPTED IT YET.

2

3 **SUP. MOLINA:** WELL, WAIT A MINUTE. YOU SAID IT WASN'T THE SAME.

4 I WANT TO MAKE IT THE SAME. MS. BURKE, WE NEED YOUR SUPPORT

5 FOR AFFORDABLE HOUSING SO...

6

7 **SUP. BURKE:** OKAY. LET ME SAY THIS. YOU KNOW WHAT? IF SOMEONE

8 HAD-- I WANTED TO LOOK AT THIS. AND I'VE SPENT THE TIME

9 LOOKING AT IT. AND, IF THERE WERE OTHER ALTERNATIVES, I WOULD

10 HAVE LOOKED AT THEM. THE ONE THING THAT REALLY WAS VERY

11 OBVIOUS TO ME IS THAT WE WERE NOT-- WE'RE TALKING ABOUT APPLES

12 AND ORANGES. WE'RE TALKING ABOUT LOW INCOME WITH THE CITY

13 BEING ONE THING AND OVER IN THE COUNTY BEING SOMETHING ELSE.

14 AND, IN LOOKING AT IT, MY EVALUATION OF THE CIRCUMSTANCES WERE

15 SUCH THAT I CAME TO A CONCLUSION AND I COULD HAVE SHARED THAT

16 WITH ANYONE WHO ASKED ME. AT THIS POINT, I'M NOT INTERESTED IN

17 LOOKING AT SOMETHING THAT I DON'T HAVE THE FULL UNDERSTANDING

18 OF AND ALL THE INFORMATION BEFORE ME.

19

20 **SUP. MOLINA:** WELL, THEN, WE'RE NOT READY TO VOTE.

21

22 **SUP. BURKE:** AND WE CAN VOTE-- WE VOTED AND I'M READY TO VOTE

23 ON IT AND I TOLD EVERYONE THERE WAS NEVER ANY QUESTION...

24



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **SUP. MOLINA:** WHAT DO YOU MEAN? IF YOU'RE READY TO VOTE ON IT--
2 I WANT TO UNDERSTAND, IF WE DON'T HAVE ALL OF THE INFORMATION,
3 WE CAN WAIT. I MEAN THIS IS NOT-- WE CAN WAIT ANOTHER WEEK TO
4 GET THE RIGHT INFORMATION BECAUSE I WANT TO UNDERSTAND...

5

6 **SUP. BURKE:** WE WAITED SO LONG.

7

8 **SUP. MOLINA:** BUT YOU SAID YOU WANT CONSISTENCY. I'M WILLING TO
9 WORK TOWARD CONSISTENCY. I JUST DON'T KNOW WHAT THE CITY IS
10 DOING. NOW, WE SHOULD MAXIMIZE THE AFFORDABLE UNITS. IS THE
11 CITY-- ARE WE IN VIOLATION OF THE MELLO ACT IF WE COPY WHAT
12 THE CITY IS DOING OR MIMIC WHAT THE CITY IS DOING?

13

14 **RICHARD WEISS, COUNSEL:** I'M SORRY, SUPERVISOR, COULD YOU
15 REPEAT THE QUESTION?

16

17 **SUP. MOLINA:** THE QUESTION IS, WOULD WE BE IN VIOLATION OF THE
18 MELLO ACT IF WE WERE TO MIMIC WHAT THE CITY IS PRESENTLY
19 DOING?

20

21 **RICHARD WEISS, COUNSEL:** I BELIEVE THAT, YES, WE WOULD IN THE
22 SENSE THAT...

23

24 **SUP. MOLINA:** OKAY. IF THAT'S THE CASE, WHY ISN'T THE CITY IN
25 VIOLATION OF THE MELLO ACT?



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1

2 **RICHARD WEISS, COUNSEL:** AS I UNDERSTAND IT, THE CITY IS USING
3 THE STRAIGHT H.U.D. NUMBERS. AS MR. BABCOCK INDICATED...

4

5 **SUP. MOLINA:** I UNDERSTAND WHAT THEY'RE USING. I ASKED A
6 DIFFERENT QUESTION. WHY IS THE CITY NOT IN VIOLATION OF THE
7 MELLO ACT IF WE WOULD BE IF WE USED THE SAME H.U.D. NUMBERS?

8

9 **RICHARD WEISS, COUNSEL:** I'M NOT SURE THEY'RE NOT IN VIOLATION
10 OF THE MELLO ACT. IF THEY'VE NEVER BEEN CHALLENGED, THEN
11 THERE'S NOBODY THERE TO HAVE ASSERTED THAT THAT'S A VIOLATION.

12

13 **SUP. MOLINA:** ARE YOU ABSOLUTELY SURE OF THAT?

14

15 **RICHARD WEISS:** I AM NOT AWARE OF ANY ATTACK SPECIFICALLY ON
16 THE CITY'S INTERIM MELLO ACT POLICY.

17

18 **SUP. MOLINA:** THAT'S NOT WHAT I ASKED. ARE YOU ABSOLUTELY SURE
19 IT'S A VIOLATION WHEN, IN FACT, THEY'RE DOING IT AND NOBODY'S
20 BOTHERING THEM? AND, IF NOBODY'S BOTHERING IT, WHY DON'T WE DO
21 IT, TOO?

22

23 **RICHARD WEISS:** WELL, MY CONCLUSION IS BASED ON THE FACT THAT
24 THE MELLO ACT SPECIFICALLY TELLS YOU WHAT STATUTE TO LOOK AT



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 IN DETERMINING WHAT IS A PERSON OF LOW OR MODERATE INCOME.
2 IT'S SPECIFICALLY CALLED OUT RIGHT IN THE MELLO ACT.

3

4 **SUP. MOLINA:** WELL, THEN, I'M CONCERNED ABOUT THIS. BECAUSE IF
5 ONE OF THE RESISTANT ISSUES TO BRINGING MORE AFFORDABILITY IS
6 AN INCONSISTENCY IN LAWYERS GETTING TOGETHER AND DETERMINING
7 WHAT IS LEGAL AND WHAT IS NOT, THEN I THINK THE LAWYERS SHOULD
8 GET TOGETHER AND DO THAT IN ORDER TO HAVE THAT KIND OF
9 CONSISTENCY BECAUSE IT'S FAIRLY DRAMATIC IN THE NUMBERS.

10

11 **SUP. BURKE:** WELL, WE'VE HAD THIS BEFORE US. WE'VE KNOWN THAT
12 THE CITY HAD DIFFERENT NUMBERS. WE'VE HAD ALL THE CHARTS
13 BEFORE US. IT'S NOT AS IF THIS IS SOMETHING NEW. I MEAN, AND
14 EVERYONE HERE HAS SPENT HOURS, THEY'VE MET WITH EVERYBODY.
15 THEY'VE TALKED TO PEOPLE...

16

17 **SUP. MOLINA:** BUT MS. BURKE-- I KNOW, BUT, MS. BURKE, WHAT I
18 GUESS I'M TRYING TO DO IS TO FIGURE OUT HOW TO MAXIMIZE THE
19 AFFORDABLE UNITS AT THE MARINA. I READ THE NUMBERS, AS WELL.
20 AND I AM ASKING IF YOU WANT CONSISTENCY, I'M WILLING TO
21 SUPPORT CONSISTENCY FOR YOU.

22

23 **SUP. BURKE:** I DON'T THINK THAT-- YOU KNOW, THE CITY HAS MADE
24 THEIR DETERMINATION. I THINK THAT OUR APPROACH IS MUCH FAIRER.
25 I THINK THAT WHERE YOU HAVE-- IF YOU'RE TALKING ABOUT VERY



The Meeting Transcript of
The Los Angeles County Board of Supervisors

1 LOW, IT SHOULD BE VERY LOW. IT SHOULDN'T BE REALLY A DIFFERENT
2 KIND OF NUMBER. SO, YOU KNOW, THE CITY OPERATES THE WAY THEY
3 WANT TO OPERATE. AND THEIR CIRCUMSTANCE IS MUCH DIFFERENT.
4 THEY'RE WORKING WITH A DIFFERENT KIND OF CRITERIA. WE'RE
5 TALKING ABOUT LEASED LAND AND YOU HAVE A NUMBER OF OTHER
6 THINGS. YOU HAVE THE FACT THAT, YOU KNOW, ONCE THAT DEVELOPER
7 LEAVES, THE CITY IS FINISHED WITH IT WHEN THE TRANSACTION IS
8 COMPLETED. WE'RE GOING TO LIVE WITH IT YEAR AFTER YEAR AFTER
9 YEAR. SO IT'S A DIFFERENT SITUATION. THE CITY HAS EVERY RIGHT
10 TO DO IT THE WAY THEY WANT. IF THEY HAVE A LAWSUIT, THEY'LL
11 SETTLE THAT LAWSUIT OR THEY'LL WORK IT OUT. WE HAVE BEFORE US
12 OUR CRITERIA. I THINK THEY'RE REASONABLE. I THINK OUR CRITERIA
13 FOR LOW IS REASONABLE AND I ACCEPT IT.

14

15 **SUP. MOLINA:** THEN IT IS VERY DISINGENUOUS TO SAY THAT, IF YOU
16 WANTED CONSISTENCY-- I'M JUST TRYING TO FIND A WAY THAT WE
17 COULD HAVE CONSISTENCY THAT SO WE COULD MAXIMIZE THE NUMBER OF
18 UNITS. IT IS TRUE WE'RE GOING TO LIVE WITH THIS AND THAT'S WHY
19 I'M TRYING TO FIND A WAY THAT WE'RE GOING TO HAVE SOMETHING
20 THAT'S GOING TO BE LONG LIVING. INTEGRATING AFFORDABILITY FOR
21 PEOPLE IS A SIGNIFICANT GOVERNMENT POLICY. WE ARE IN A VERY
22 UNIQUE POSITION AS OWNERS OF THE PROPERTY. WE COULD ACT LIKE
23 DEVELOPERS AND PRETEND, WELL, YOU KNOW, IT DOESN'T PENCIL OUT.
24 WE CAN'T AFFORD TO DO IT. WE NEED TO MAXIMIZE OUR PROFITS. WE
25 NEED TO MAXIMIZE OUR REVENUES. THOSE ARE THE THINGS THAT



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 DEVELOPERS TELL US ALL OF THE TIME. BUT IF, IN GOVERNMENT, WE
2 ARE TRYING TO ACHIEVE GOOD PUBLIC POLICY AND, YOU KNOW,
3 AFFORDABILITY IS A GOOD PUBLIC POLICY. AND WE HAVE AN
4 OPPORTUNITY TO OPERATE WITHIN A FRAMEWORK THAT MAXIMIZES THE
5 NUMBER OF UNITS IN THIS FACILITY. FROM-- VERY DRAMATICALLY 88
6 UNITS OF AFFORDABLE TO 166, DOUBLE THE AMOUNT. I THINK THAT,
7 AGAIN-- AND IT DOES COST US MORE. THERE'S NO DOUBT. BUT, AT
8 THE END OF THE DAY, YOU ARE MAXIMIZING THE INTEGRATION OF
9 AFFORDABILITY INTO AN AREA THAT PROBABLY IS NOT. AND THAT'S
10 ALL I'M SAYING. I'M TRYING TO FIND SOME MECHANISM TO MEET SOME
11 OF THE NEEDS THAT YOU HAVE. AND I APPRECIATE IT. I AGREE,
12 THERE SHOULD BE CONSISTENCY AND THAT'S WHY I'M TRYING TO
13 UNDERSTAND WHY WE HAVE THIS IN THERE.

14

15 **SUP. BURKE:** I DON'T THINK THERE HAS TO BE CONSISTENCY. THE
16 CITY OF LOS ANGELES...

17

18 **SUP. MOLINA:** YOU SAID IT EARLIER.

19

20 **SUP. YAROSLAVSKY, CHAIRMAN:** LET HER FINISH. LET HER FINISH.
21 OKAY. MR. KNABE, YOU'RE NEXT, BUT I JUST-- GO AHEAD, MR.
22 KNABE.

23

24 **SUP. KNABE:** I DON'T KNOW THAT CONSISTENCY IS IMPORTANT IF WHAT
25 WE'RE TRYING TO DO OUT THERE AND ESTABLISH AN AFFORDABLE



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 POLICY BECAUSE I THINK, WHATEVER WE DO THERE, THEN WE NEED TO
2 LOOK AT WHAT WE DO COUNTY WIDE, OKAY? I MEAN, BECAUSE, YOU
3 KNOW, SOME OF US HAVE A NUMBER OF LOW AND MODERATE AND WE'VE
4 DONE SOME NICE THINGS AND PROJECTS AND DEVELOPMENTS IN OUR
5 DISTRICT AND OTHER PARTS. JUST AS A-- YOU KNOW, ON THE
6 ADDITIONAL OPTIONS EVALUATED, THE 5 PERCENT MODERATE AND 5
7 PERCENT LOW, WHAT ARE THE NUMBERS ON 5 PERCENT MODERATE AND 5
8 PERCENT LOW ON NET NEW UNITS? ON THAT LAST OPTION.

9

10 **SPEAKER:** IT WOULD BE THE 48 MODERATE AND 48 LOW INCOME SO IT
11 WOULD BE A TOTAL OF 96 UNITS OF INCLUSIONARY UNITS. 96
12 INCLUSIONARY UNITS.

13

14 **SUP. KNABE:** BUT I'M SAYING, INSTEAD OF-- THAT LAST OPTION IS
15 LOW INCOME AND THEN MODERATE INCOME, OKAY? YOU HAVE THE SAME
16 DOCUMENT HERE?

17

18 **SPEAKER:** YES.

19

20 **SUP. KNABE:** WHAT IF THE 48 LOW WERE VERY LOW? SIMILAR TO MY
21 MOTION. OR I HAVE VERY LOW AND MODERATE. WHAT WOULD BE THE
22 DIFFERENCE IN THE NUMBERS?

23

24 **SPEAKER:** I THINK IT'S ABOUT \$2 MILLION LESS-- OR \$2 MILLION
25 MORE, I'M SORRY.



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1

2 **SUP. YAROSLAVSKY, CHAIRMAN:** MORE OF WHAT? MORE OF A LOSS?

3

4 **SPEAKER:** MORE OF A LOSS BECAUSE YOU'VE GONE FROM...

5

6 **SUP. KNABE:** BUT, STILL, YOU GET 136 AFFORDABLE UNITS VERSUS
7 THE 88 IS WHAT YOU DO.

8

9 **SPEAKER:** YES, SIR.

10

11 **SUP. YAROSLAVSKY, CHAIRMAN:** ARE YOU SUGGESTING THAT AS AN
12 APPROACH?

13

14 **SUP. KNABE:** IT'S A POSSIBILITY.

15

16 **SUP. YAROSLAVSKY, CHAIRMAN:** SO THE POSSIBILITY THAT YOU'RE
17 TALKING ABOUT IS TAKING THAT LAST COLUMN...

18

19 **SUP. KNABE:** TAKE THE LAST OPTION WOULD BE 48 MODERATE...

20

21 **SUP. YAROSLAVSKY, CHAIRMAN:** AND 48 VERY LOW.

22

23 **SUP. KNABE:** ...AND 48 VERY LOW AND IT WOULD BE, IN OTHER
24 WORDS, IT WOULD BE 5 PERCENT MODERATE, 5 PERCENT VERY LOW,
25 WHICH WOULD STILL GIVE YOU 136 AFFORDABLE UNITS. IT'S NOT AS



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 MUCH AS SUPERVISOR MOLINA'S BUT IT'S MORE THAN WHAT MY MOTION
2 ALLOWS FOR WOULD BE ON THE NET, NOT THE ADJUSTED.

3

4 **SUP. YAROSLAVSKY, CHAIRMAN:** AND WHY DID YOU WANT TO GO FROM
5 LOW TO VERY LOW ON THAT OPTION?

6

7 **SUP. KNABE:** I JUST ASKED THAT. THERE'S A WHOLE ISSUE OF VERY
8 LOW OUT THERE. BECAUSE I BELIEVE OUR MODERATE IS THE SAME AS
9 THE CITY'S LOW.

10

11 **SUP. YAROSLAVSKY, CHAIRMAN:** OUR MODERATE IS THE SAME AS THE
12 CITY'S LOW AND OUR VERY LOW IS THE SAME AS THE CITY'S LOW?

13

14 **SPEAKER:** THAT'S CORRECT.

15

16 **SUP. KNABE:** SO IF WE LEFT IT AT LOW...

17

18 **SUP. YAROSLAVSKY, CHAIRMAN:** WE'D BE CONSISTENT WITH THE CITY
19 EXCEPT...

20

21 **SUP. KNABE:** WELL, IN OTHER WORDS, JUST USE THIS LAST ONE THEN,
22 48 MODERATE, 48 LOW, NOT VERY LOW.

23

24 **SUP. YAROSLAVSKY, CHAIRMAN:** THAT'S WHAT I WAS HEADING FOR.

25



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **SUP. KNABE:** BASICALLY TAKING SUPERVISOR MOLINA'S MOTION AND MY
2 MOTION BECAUSE THE REST OF OUR MOTIONS EQUALS.

3

4 **SUP. YAROSLAVSKY, CHAIRMAN:** IT'S A COMPROMISE.

5

6 **SUP. KNABE:** YOU KNOW, LIKE FOR LIKE AS WELL AS TERM OF THE
7 LEASEHOLD. THE DIFFERENCE WOULD BE WHETHER IT'S ADJUSTED OR
8 WHETHER IT'S NET. IF WE WANT TO NET AND JUST LEAVE IT, WE'D
9 GET 136 AFFORDABLE UNITS.

10

11 **SUP. YAROSLAVSKY, CHAIRMAN:** ALL RIGHT.

12

13 **SUP. KNABE:** I WOULD MAKE THAT MOTION.

14

15 **SUP. YAROSLAVSKY, CHAIRMAN:** SECOND? OKAY. SECONDED BY MS.
16 MOLINA. I THINK THAT'S...

17

18 **SUP. BURKE:** WE'VE GOT A TOTAL AMOUNT, THE LOSS THEN BECOMES
19 WHAT?

20

21 **SUP. YAROSLAVSKY, CHAIRMAN:** NO, IT'S THE SAME, IT'S 48.3
22 BECAUSE HE'S NOT GOING TO CHANGE IT TO VERY LOW. HE'S GOING TO
23 LEAVE IT AT LOW...

24

25 **SUP. MOLINA:** IT'S NOT A LOSS. IT'S AN INVESTMENT.



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1

2 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY. ALL RIGHT.

3

4 **SUP. BURKE:** YEAH, BUT THE NUMBER...

5

6 **SUP. YAROSLAVSKY, CHAIRMAN:** DID YOU WANT TO SAY SOMETHING?

7

8 **SPEAKER:** NO.

9

10 **SUP. YAROSLAVSKY, CHAIRMAN:** YOU LOOKED LIKE...

11

12 **SPEAKER:** I'M OKAY.

13

14 **SUP. KNABE:** YOU'RE NOT CHOKING OR ANYTHING? YOU'RE ALL RIGHT?

15 DO YOU NEED WATER? HERE.

16

17 **SUP. YAROSLAVSKY, CHAIRMAN:** ALL RIGHT. DO YOU UNDERSTAND WHAT

18 WE'RE DOING?

19

20 **RICHARD WEISS:** COULD SOMEBODY RESTATE THE NUMBER?

21

22 **SUP. YAROSLAVSKY, CHAIRMAN:** THE PROPOSAL IS TO TAKE THE LAST,

23 THE ALTERNATIVE CALLED ADDITIONAL SCENARIOS IN THIS CHART. AND

24 YOU WOULD HAVE 19-- IN REPLACEMENT UNITS, IT WOULD BE 19

25 MODERATE AND 21 LOW. INCLUSIONARY UNITS WOULD BE 96, BROKEN



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 DOWN AS 48 MODERATE AND 48 LOW INCOME, 5 PERCENT AND 5
2 PERCENT, FOR A TOTAL OF 136 AFFORDABLE UNITS.

3

4 **SUP. BURKE:** I'M NOT SURE WHICH CHART. IS THIS THE COMPARISON
5 OF THE MARINA MOTION?

6

7 **SUP. KNABE:** THAT'S THE NEW ONE THAT WAS HANDED OUT. TOO MANY
8 PIECES OF PAPER LOOK ALIKE.

9

10 **RICHARD WEISS:** SO AS I UNDERSTAND IT, THIS WOULD BE 5 PERCENT
11 LOW AND 5 PERCENT MODERATE, BASED ON THE NET NEW UNITS?

12

13 **SUP. KNABE:** NET.

14

15 **RICHARD WEISS:** AND IT WAS LIKE FOR LIKE FOR REPLACEMENT?

16

17 **SUP. YAROSLAVSKY, CHAIRMAN:** CORRECT.

18

19 **RICHARD WEISS:** AND TERM OF THE LEASE?

20

21 **SUP. YAROSLAVSKY, CHAIRMAN:** CORRECT. DO YOU UNDERSTAND THAT?

22

23 **SPEAKER:** YES.

24



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **SUP. YAROSLAVSKY, CHAIRMAN:** ALL RIGHT. IS THERE ANY OBJECTION
2 TO THAT? IF NOT, UNANIMOUS VOTE. CONGRATULATIONS.

3

4 **SUP. MOLINA:** THANK YOU, DON.

5

6 **SUP. KNABE:** THANK YOU.

7

8 **SUP. YAROSLAVSKY, CHAIRMAN:** THE HEARING IS CLOSED. I MEAN, I
9 THOUGHT WE HAD DONE THAT. IF NOT, THE HEARING IS CLOSED. THE
10 MOTION IS APPROVED UNANIMOUSLY. THAT WAS ITEM 116-D, CORRECT?
11 AND 34. SO ITEM 116-D WILL BE RECEIVED AND FILED.

12

13 **CLERK SACHI HAMAI:** ITEM 116-D FAILED FOR-- ON A ROLL CALL
14 VOTE.

15

16 **SUP. YAROSLAVSKY, CHAIRMAN:** THAT'S CORRECT. THAT'S CORRECT.
17 OKAY. RIGHT. SO 34 WAS APPROVED ACCORDING TO WHAT WE JUST DID.

18

19 **RICHARD WEISS:** I'M SORRY, SUPERVISOR. ITEM 34 IS A DIFFERENT
20 ITEM.

21

22 **CLERK SACHI HAMAI:** WE WERE ON 115.

23

24 **SUP. YAROSLAVSKY, CHAIRMAN:** I'M SORRY. YOU'RE RIGHT. SO ITEM
25 115 IS WHAT WE HAVE JUST APPROVED.



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1

2 **CLERK SACHI HAMAI:** CORRECT.

3

4 **SUP. YAROSLAVSKY, CHAIRMAN:** THAT WAS THE KNABE/MOLINA MOTION.

5 AND 116-D FAILED ON A 2-3 VOTE. OKAY. LET'S TAKE UP 34, THERE

6 ARE THREE PEOPLE WHO WANT TO BE HEARD. AGAIN, TWO MINUTES ON

7 THIS. DANIEL GOTTLIEB, NANCY VERNON MARINO AND CARLA ANDRUS.

8 34. MR. GOTTLIEB? COME ON UP. AND THEN WE'LL GET TO THE KING

9 DREW ITEM. GO AHEAD. HAVE A SEAT. YOU'RE FIRST. YOU DON'T NEED

10 TO WAIT FOR THEM. WE'VE GOT A LONG AGENDA AHEAD OF US SO START

11 HIS TIME.

12

13 **DANIEL GOTTLIEB:** MY NAME IS DANIEL HENRY GOTTLIEB. AND THERE

14 IS SOMETHING SERIOUSLY WRONG WITH THE PROCESS OF AWARDING

15 BUILDING PERMITS. THAT'S WHAT THE DESIGN AND CONTROL BOARD

16 STATED IN REJECTING THE DRY STACK STORAGE PROPOSAL AT THEIR

17 MAY 31ST MEETING. THEY FELT STRONGLY ENOUGH TO APPEND THEIR

18 COMMENTS TO THE MINUTES OF THE REPORT OF THEIR ACTIONS

19 REJECTING THE PROJECT. THEY FELT THAT THE PROBLEMS WITH THE

20 PROCESS WERE MUCH MORE SERIOUS THAN THE PROBLEMS WITH THE

21 PROJECT'S DESIGN. THEY STATED THAT THEY THOUGHT THAT THE

22 APPLICANTS WERE NOT AT FAULT. THAT IT WAS THE COUNTY STAFF

23 WHICH FAILED TO INFORM THE APPLICANTS OF THE CODE PROHIBITING

24 BUILDING OVER THE WATER, WHICH CAUSED THE PROBLEMS. THEY

25 COMMENTED THAT, IF THE COUNTY WISHES TO CHANGE THE PROHIBITION



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 OF BUILDING NEAR THE WATER, THEY SHOULD CHANGE THE CODE BY THE
2 USUAL PROCESS. INSTEAD, THEY'RE TRYING TO KILL THE RULE BY
3 SOPHISTRY. THEY DIDN'T SAY SOPHISTRY BUT THAT'S WHAT IT IS.
4 SOPHISTRY IS A MASSIVE USE OF MISLEADING AND FALSE ARGUMENTS
5 WITH THE INTENT TO DECEIVE. AN EXAMPLE OF SOPHISTRY IS THE
6 ARGUMENT WHICH CLAIMS THE REASON FOR THE AMENDMENT IS TO
7 STREAMLINE THE APPROVAL PROCESS BY ELIMINATING AN
8 INCONSISTENCY. ACTUALLY, ITS INTENT IS TO DISPENSE WITH
9 INCONVENIENT RULES WITHOUT AN OPEN DEBATE AND VOTE ON THOSE
10 RULES. YOU SHOULD READ WHAT THE DESIGN CONTROL BOARD HAS TO
11 SAY ON THIS BEFORE YOU VOTE FOR THE AMENDMENTS. THE SOPHISTRY
12 INVOLVED IN THIS IS ONLY THE TIP OF THE ICEBERG. EVERY E.I.R.
13 IN THE MARINA THAT I LOOKED AT IS FULL OF SOPHISTRY. IF YOU
14 ARE INTERESTED, I CAN GIVE YOU AN UNLIMITED NUMBER OF
15 EXAMPLES.

16

17 **SUP. YAROSLAVSKY, CHAIRMAN:** THANK YOU. NANCY MORENO.

18

19 **NANCY VERNON MARINO:** CARLA ANDRUS WAS GOING TO CEDE HER TIME.
20 SHE'S IN THE BACK...

21

22 **SUP. YAROSLAVSKY, CHAIRMAN:** NO, WE'RE NOT GOING TO DO THAT.
23 YOU'RE HERE. AND I'M SORRY. JUST...

24

25 **NANCY VERNON MARINO:** SHE'S HERE.



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1

2 **SUP. YAROSLAVSKY, CHAIRMAN:** BUT YOU'RE HERE, TOO. ARE YOU
3 NANCY MARINO?

4

5 **NANCY VERNON MARINO:** I'M NANCY VERNON MARINO AND CARLA ANDRUS
6 IS CEDING HER TIME TO ME FOR THIS. SHE SIGNED UP TO SPEAK ON
7 THIS.

8

9 **SUP. YAROSLAVSKY, CHAIRMAN:** ALL RIGHT. JUST START. JUST GO
10 AHEAD.

11

12 **NANCY VERNON MARINO:** OKAY. THANK YOU. MY NAME IS NANCY VERNON
13 MARINO AND I WOULD LIKE TO SPEAK TO YOUR FINDINGS IN THE
14 AGENDA ITEM, SPECIFICALLY NUMBER 2, THE FINDING THAT THE
15 PROPOSED AMENDMENT IS CONSISTENT WITH THE CALIFORNIA COASTAL
16 ACT AND IS DIMINIMUS OR MINOR IN NATURE. AND FINDING NUMBER 3
17 CERTIFYING THE BOARD'S INTENT TO CARRY OUT THE AMENDED LOCAL
18 COASTAL PROGRAM IN FULL CONFORMITY WITH THE CALIFORNIA COASTAL
19 ACT. I GUESS, ABOUT A MONTH OR SO AGO, AFTER THE MARCH 27TH
20 BOARD OF SUPERVISORS VOTE ON THESE AMENDMENTS, MR. HOFFMAN
21 VOLUNTEERED-- AND MR. HOFFMAN IS THE HEAD OF REGIONAL
22 PLANNING'S, I THINK, ADVANCED PLANNING DIVISION OR SOME
23 DIVISION THERE, ANYWAY, HE'S SOMEBODY WHO HAS A LOT OF SAY IN
24 THINGS. ANYWAY, HE VOLUNTEERED THAT THE 1996 CERTIFICATION OF
25 THE EXISTING CERTIFIED LOCAL COASTAL PROGRAM, THAT THE



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 D.C.B.'S THE EXPANSION OF THE D.C.B.'S AUTHORITY WAS A
2 CONDITION FOR CALIFORNIA COASTAL COMMISSION APPROVAL OF THAT
3 AMENDED L.C.P. I AM WONDERING WHY THAT IS NOT CONTAINED IN ANY
4 OF THE FINDINGS OR ANY OF THE REPORTS THAT MADE IT TO YOUR
5 OFFICES. I THINK THIS IS A SIGNIFICANT PIECE OF INFORMATION. I
6 THINK THAT, WHEN YOU STREAMLINE A PROCESS BY TAKING A VERY
7 HIGHLY QUALIFIED AND INDEPENDENT PROFESSIONAL BOARD WHOSE SOLE
8 PURPOSE IS TO REVIEW THESE PROJECTS AND TO ADMINISTER THE
9 L.C.P. REQUIREMENT FOR MAINTAINING THE MARINA AS THE IDENTITY
10 OF THE MARINA FOR SMALL CRAFT HARBOR AND PUBLIC RECREATION AND
11 MAKING THEIR REVIEW INSTEAD OF MAKING IT-- EXCUSE ME, INSTEAD
12 OF HAVING IT BE A DECISIVE, AUTHORITATIVE, PREREQUISITE FOR
13 FURTHER REGULATORY APPROVALS, MAKING IT AN ADVISORY POSITION
14 ONLY, I THINK YOU ARE PAVING THE WAY FOR FAR LESS SCRUTINY OF
15 EVERY SINGLE PROJECT THAT COMES THROUGH MARINA DEL REY AND I
16 THINK THIS WILL HAVE A SIGNIFICANT ENVIRONMENTAL IMPACT. AND I
17 THINK, THEREFORE, AN ENVIRONMENTAL IMPACT REPORT WOULD BE
18 REQUIRED FOR THESE AMENDMENTS. FURTHERMORE, I WOULD LIKE TO
19 KNOW WHY I DIDN'T GET THE NOTICE OF THE BOARD ACTION ON THIS.
20 I COMPLAINED AT THE MARCH 27TH MEETING THAT I WAS NOT NOTICED
21 ON THE FIRST ONE, DESPITE WRITTEN REQUESTS TO BE NOTIFIED. I
22 COMPLAINED I WAS ALSO NOT SENT NOTICE ON THE CONTINUED MEETING
23 FROM MARCH 27TH, ALTHOUGH I HAD PUT IN ADDITIONAL REQUESTS TO
24 BE NOTIFIED. COPIES WERE DISTRIBUTED OF THIS TO OTHER PEOPLE
25 WHO TESTIFIED AT THE MEETING. I GAVE MY NAME, MY ADDRESS. I



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 HAVE GIVEN IT TO EVERYBODY I KNOW. I HAVE ASKED REPEATEDLY.
2 WHAT DOES IT TAKE TO GET NOTICE ON THIS? THIS IS EXTREMELY
3 DIFFICULT. IT TOOK ME THREE MONTHS TO GET THE LIST OF THE
4 PEOPLE WHO DID RECEIVE NOTICE ON THESE AMENDMENTS. AND, WHEN I
5 FINALLY DID GET IT, I DISCOVERED THAT I DO NOT BELIEVE THAT IT
6 WAS PROPERLY NOTICED BECAUSE...

7

8 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY. I THINK YOU'VE MADE THAT
9 POINT. WE'LL TRY TO GET AN ANSWER FOR YOU ON THAT.

10

11 **NANCY VERNON MARINO:** WELL, I WOULD LIKE TO SAY THAT...

12

13 **SUP. YAROSLAVSKY, CHAIRMAN:** WELL, YOU SPENT A MINUTE TALKING
14 ABOUT NOT GETTING THE NOTICE AND YOU COULD HAVE SAID IT IN 10
15 SECONDS AND I'M AWARE OF YOUR COMPLAINT AND I THINK WE NEED TO
16 FIND OUT ABOUT WHY THAT HAPPENED.

17

18 **NANCY VERNON MARINO:** I GOT NOTICE OF OTHER THINGS AND OTHER
19 BOARD ACTIONS...

20

21 **SUP. YAROSLAVSKY, CHAIRMAN:** WELL, YOU HAD FOUR MINUTES.
22 EVERYBODY ELSE HAD TWO. I'LL GIVE YOU ANOTHER 15 SECONDS AND
23 THAT I TOOK OUT OF YOUR TIME.

24



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **NANCY VERNON MARINO:** THANK YOU. BECAUSE BOAT OWNERS PAY
2 PROPERTY TAX TO THE COUNTY OF LOS ANGELES AND I LOOKED AT THIS
3 LIST, WHICH TOOK ME THREE MONTHS TO GET, AND SEVERAL BOAT
4 OWNERS I KNOW ARE NOT ON THAT LIST. SO I THINK THAT THE BROWN
5 ACT WAS VIOLATED THAT PROPER NOTICE WAS NOT GIVEN FOR THESE
6 AMENDMENTS TO BEGIN WITH AND I WOULD LIKE AN INVESTIGATION
7 INTO THAT SPECIFIC ISSUE AND I WOULD ALSO...

8

9 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY, THANK YOU. ALL RIGHT. THAT
10 CLOSES THE PUBLIC HEARING. MR. WEISS, DID YOU WANT TO SAY
11 ANYTHING?

12

13 **RICHARD WEISS:** NO. THE MATTER IS BEFORE YOU.

14

15 **SUP. KNABE:** I MOVE THE RECOMMENDATION.

16

17 **SUP. YAROSLAVSKY, CHAIRMAN:** SECOND BY MR. ANTONOVICH?

18

19 **SUP. ANTONOVICH:** NO, BUT YOU'LL CHECKUP ON THE BROWN ACT
20 QUESTION?

21

22 **SUP. YAROSLAVSKY, CHAIRMAN:** THAT'S WHAT I THOUGHT HE WAS GOING
23 TO RESPOND TO.

24



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **RICHARD WEISS:** I CAN RESPOND ORALLY. THERE WAS A PUBLIC
2 HEARING BACK IN MARCH. NOTICE WAS PROVIDED IN ACCORDANCE WITH
3 STATE LAW AND IN ACCORDANCE WITH OUR COUNTY CODE IN OUR
4 OPINION. THIS MATTER IS BACK ON MORE OR LESS THE CONSENT
5 CALENDAR. THESE ARE THE FINDINGS AND THE PROPOSED RESOLUTION
6 AND THE ORDINANCE WHICH WILL BE SENT TO THE COASTAL COMMISSION
7 FOR ITS CONSIDERATION. SO IT WAS NOT A PUBLIC HEARING AND DID
8 NOT RECEIVE PUBLIC HEARING NOTICE.

9

10 **SUP. YAROSLAVSKY, CHAIRMAN:** IT IS NOT A REQUIRED PUBLIC
11 HEARING.

12

13 **RICHARD WEISS:** NO. IT WAS NOTICED IN ACCORDANCE WITH THE BROWN
14 ACT. THE PAPERWORK HAS BEEN ON THE BOARD'S WEBSITE AND
15 AVAILABLE IN HARD COPY SINCE THE AGENDA WAS POSTED.

16

17 **SUP. YAROSLAVSKY, CHAIRMAN:** AND THEY WERE HERE TO TESTIFY SO
18 SOMEHOW THEY GOT THE NOTICE. ALL RIGHT. SECONDED BY MR.
19 ANTONOVICH, WITHOUT OBJECTION. UNANIMOUS VOTE. THAT WAS ITEM
20 34. ITEM 6 SHOULD BE A VERY QUICK ITEM. I WOULD ASK THAT THE
21 PEOPLE WHO ARE HERE TO TESTIFY IN SUPPORT OF IT DO US THE
22 FAVOR OF NOT TESTIFYING. DO WE HAVE ANYBODY THAT WANTS TO
23 TESTIFY? NO. OH, MY MISTAKE.

24

25 **CLERK SACHI HAMAI:** NO SPEAKERS.



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1

2 **SUP. YAROSLAVSKY, CHAIRMAN:** MR. ANTONOVICH? I THINK YOU...

3

4 **SUP. ANTONOVICH:** I HAVE AN AMENDMENT. WE ALL KNOW THE
5 IMPORTANCE OF THE VALUE OF EDUCATION, INCLUDING THE ROOM FOR
6 IMPROVING IS NEEDED IN THE JUVENILE JUSTICE SYSTEM. VOCATIONAL
7 SCHOOLS AND CREATIVE PARTNERSHIPS WITH OUR COMMUNITY COLLEGES
8 COULD OFFER UNIQUE LEARNING OPPORTUNITIES AND ENHANCE THE
9 SKILLS AND NATURAL TALENTS OF OUR YOUTH. IN RECOGNITION OF
10 THAT, THE PROBATION DEPARTMENT CURRENTLY OFFERS SOME
11 VOCATIONAL PROGRAMS SUCH AS THE YOUTH OPPORTUNITY MOVEMENT
12 WHICH INCLUDES A CULINARY SCHOOL, LANDSCAPING AND DIESEL
13 MECHANIC PROGRAM. THESE PROGRAMS OUGHT TO BE EXPANDED AND
14 ENHANCED. SO I'D MOVE THAT THE BOARD DIRECT THE CHIEF
15 PROBATION OFFICER, IN COLLABORATION WITH THE L.A. COUNTY
16 SUPERINTENDENT OF SCHOOLS, L.A. BOARD OF EDUCATION, THE
17 PROBATION COMMISSION, THE L.A. COUNTY LIBRARIAN, DEPARTMENT OF
18 MENTAL HEALTH, THE CHILDREN'S PLANNING COUNCIL AND THE CHIEF
19 ADMINISTRATIVE OFFICER TO CONSIDER THE EXPANSION AND
20 ENHANCEMENT OF VOCATIONAL SCHOOLS AND PARTNERSHIPS WITH
21 COMMUNITY COLLEGES AMONG THE OTHER INNOVATIVE MODELS AND THE
22 REPORT BACK DUE, I'D SAY, IN 30 DAYS.

23

24 **SUP. KNABE:** IF YOU MAKE THE MOTION, I'LL ACCEPT THE AMENDMENT.
25 I MEAN, THAT'S WHAT I INTENDED, ALL OF THIS. I DIDN'T CALL OUT



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 THOSE SPECIFICALLY BUT WE WANTED TO PUT EVERYTHING ON THE
2 TABLE.

3

4 **SUP. YAROSLAVSKY, CHAIRMAN:** ALL RIGHT. SO YOU ACCEPT THAT AS A
5 FRIENDLY AMENDMENT?

6

7 **SUP. KNABE:** YEAH.

8

9 **SUP. YAROSLAVSKY, CHAIRMAN:** 30 DAYS.

10

11 **SUP. KNABE:** FRIENDLY AMENDMENT.

12

13 **SUP. YAROSLAVSKY, CHAIRMAN:** YOUR MOTION CALLS FOR A 60-DAY
14 REPORT BACK.

15

16 **SUP. ANTONOVICH:** 30 DAYS.

17

18 **SUP. YAROSLAVSKY, CHAIRMAN:** THAT'S FINE.

19

20 **SUP. KNABE:** IT'S GOING TO TAKE LONGER THAN THAT. THIS IS
21 PRETTY INCLUSIVE. LET'S LEAVE IT AT 60 DAYS.

22

23 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY. MR. ANTONOVICH, ARE YOU OKAY
24 WITH THAT? ALL RIGHT. HE'S OKAY WITH THAT. IF YOU GET IT
25 EARLIER, WE WON'T SHOOT YOU IF YOU GET IT TO US EARLIER.



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1

2 **SUP. KNABE:** AND I'D JUST-- AND ONE OTHER JUST TO ADD TO THAT
3 TO MAKE SURE IT'S CLEAR BUT ALSO THE EDUCATIONAL COORDINATING
4 COUNCIL SHOULD BE A PART OF THAT AS WELL, TOO.

5

6 **SUP. YAROSLAVSKY, CHAIRMAN:** ALL RIGHT. WITHOUT OBJECTION, THE
7 ITEM AS AMENDED IS APPROVED. MR. KNABE MOVES, MS. BURKE
8 SECONDS, UNANIMOUS VOTE. BEFORE WE GET-- I DIDN'T DO MY
9 ADJOURNMENTS AND I HAVE TWO AND I WANT TO FIRST IF ALL ADJOURN
10 IN THE MEMORY OF STAN LEFCOURT, THE POET LAUREATE OF BRENTWOOD
11 AND LONG TIME AND WELL LOVED CIVIC LEADER IN OUR COMMUNITY WHO
12 RECENTLY PASSED AWAY. HE WAS DEEPLY INVOLVED IN EFFORTS TO
13 IMPROVE BRENTWOOD AND ITS ENVIRONS. HE WAS RECOGNIZED AS
14 BRENTWOOD CHAMBER OF COMMERCE CITIZEN OF THE YEAR IN 1990 AND
15 AGAIN IN 1999 AND IS THE RECIPIENT OF THE CHAMBER'S LIFETIME
16 ACHIEVEMENT AWARD IN 1998. HE'S SURVIVED BY WIFE, GERI, A
17 DAUGHTER, STACEY HARRELL, TWO GRANDDAUGHTERS, JESSICA AND
18 NICOLE, AND OTHER FAMILY MEMBERS. SUSAN BONOFF, A LONG TIME
19 COLLEGE COUNSELOR AT NORTH HOLLYWOOD HIGH SCHOOL CREDITED WITH
20 IMPLEMENTING A PROGRAM THAT GREATLY INCREASED HER SCHOOL'S
21 GRADUATION RATE, WHO RECENTLY SUCCUMBED TO ACUTE LEUKEMIA OF
22 THE AGE OF 58. I WON'T GO INTO ALL HER ACHIEVEMENTS. THIS IS A
23 SCHOOL THAT BOTH MY DAUGHTER AND MY CHIEF OF STAFF'S SON WENT
24 TO SCHOOL THERE. BOTH OF THEM BENEFITED FROM HER
25 COUNSELLORSHIP. SHE WAS REALLY A SPECIAL EDUCATOR AND MADE A



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 DIFFERENCE IN A LOT OF YOUNG PEOPLE'S LIVES AND IT'S VERY SAD.
2 WITHOUT OBJECTION, UNANIMOUS VOTE ON THOSE ADJOURNING MOTIONS.
3 I WANT TO TAKE UP ITEM 116-C. IS SUPERVISOR MOLINA HERE? THIS
4 IS ON THE MARTIN LUTHER KING ISSUE. COULD WE GET THE STAFF
5 HERE? DR. CHERNOF AND COMPANY? AND WE'RE GOING TO HAVE THE
6 HEARING AT THE END OF THIS. MR. KNABE, DO YOU WANT TO DO YOUR
7 ADJOURNMENTS WHILE WE'RE WAITING?

8

9 **SUP. KNABE:** YES, MR. CHAIRMAN, MEMBERS OF THE BOARD, I MOVE
10 TODAY WE ADJOURN IN MEMORY OF BENJI HERNANDEZ, THE UNCLE OF
11 RICK VELASQUEZ OF MY STAFF WHO PASSED AWAY ON MONDAY AT THE
12 YOUNG AGE OF 69. HE IS SURVIVED BY WIFE AND TWO CHILDREN AND
13 WE'D LIKE TO EXTEND OUR CONDOLENCES TO RICK AND THE FAMILY.

14

15 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY. ALL MEMBERS ON THAT ONE.

16

17 **SUP. KNABE:** I DO, EXCUSE ME, THANK YOU. I DO HAVE A READ-IN AS
18 WELL, TOO, IF I COULD DO THAT WHILE WE'RE WAITING. ON FEBRUARY
19 9TH, 2007, REYES ARMANDO GARCIA WAS SHOT AND KILLED ON
20 TELEGRAPH ROAD IN THE UNINCORPORATED AREA OF WHITTIER. AFTER
21 THE SHOOTING, THE SUSPECT SPED AWAY IN A LIGHT COLORED PICKUP
22 TRUCK. INVESTIGATORS BELIEVE THERE MAY HAVE BEEN WITNESSES
23 STAYING AT THE DAYS INN HOTEL WHICH IS LOCATED WITHIN THE SAME
24 PARKING LOT WHO MAY HAVE SEEN THE SHOOTING OR THE VEHICLE
25 SUSPECTS WHO WERE DRIVING. SO I WOULD MOVE THAT ALTHOUGH WE



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 APPROVED A REWARD ON MARCH 27TH, IT'S GOING TO EXPIRE ON JUNE
2 25TH, THE INVESTIGATORS BELIEVE THAT IT'S BENEFICIAL TO
3 REQUEST AN EXTENSION OF THE REWARD IN THE AMOUNT OF \$25,000
4 WHICH MAY PROMPT WITNESSES TO COME FORWARD AND PROVIDE
5 INFORMATION TO IDENTIFY THE INDIVIDUAL OR INDIVIDUALS
6 RESPONSIBLE FOR THIS CRIME. SO I WOULD MOVE THAT EXTENSION OF
7 THAT REWARD.

8

9 **SUP. YAROSLAVSKY, CHAIRMAN:** SECOND WITHOUT OBJECTION. IS THIS
10 FOR ACTION TODAY?

11

12 **SUP. KNABE:** YES.

13

14 **SUP. YAROSLAVSKY, CHAIRMAN:** SO WE'LL MAKE THE FINDING THAT...

15

16 **SUP. KNABE:** FINDING ON YOUR LITTLE-- ON THE AGENDA...

17

18 **SUP. YAROSLAVSKY, CHAIRMAN:** ...THE AGENDA. HUH? OH, IT'S 118.

19 SORRY. IT'S ALREADY ON THE AGENDA. WITHOUT OBJECTION,

20 UNANIMOUS VOTE. WE'RE GOING TO START ON THIS DISCUSSION, WE'RE

21 GOING TO GET A REPORT FROM YOU. THE WAY I WANT TO HANDLE THIS

22 TODAY IS EACH MEMBER OF THE BOARD IS REALLY SUBJECT TO

23 SUPERVISOR MOLINA'S MOTION BUT EVERY MEMBER OF THE BOARD HAS

24 BEEN INVOLVED IN THIS. I THINK WHAT WE'LL DO IS GO IN 15-

25 MINUTE INCREMENTS PER BOARD MEMBER AFTER WE GET THE REPORT SO



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 THAT EVERYBODY HAS A CHANCE TO TRIANGULATE OR QUINTANGULATE
2 THE ISSUES THAT ARE OF CONCERN AND THEN REPEAT THE ORDER SO
3 THAT WE HAVE AN ONGOING...

4

5 **SUP. ANTONOVICH:** 15-MINUTE PER BOARD MEMBER?

6

7 **SUP. YAROSLAVSKY, CHAIRMAN:** PER BOARD MEMBER, YEAH.

8

9 **SUP. ANTONOVICH:** SACHI, WILL YOU BE THE EXECUTIONER?

10

11 **SUP. YAROSLAVSKY, CHAIRMAN:** WELL, I HAVE NO DOUBT THAT IT WILL
12 WORK. I'M GOING TO WAIT FOR SUPERVISOR MOLINA. I DON'T WANT TO
13 HAVE YOU TO REPEAT. DO YOU WANT TO DO YOUR ADJOURNMENTS?

14

15 **SUP. ANTONOVICH:** OKAY. MOVE THAT WE ADJOURN IN THE MEMORY OF
16 JACK WALTON FRY WHO WAS THE FOUNDER OF THE LANCASTER'S FIRST
17 TRAVELERS AGENCY, ACTIVE IN THE ROTARIANS, SERVED AS ITS
18 PRESENT AND ALSO BEGAN HIS CAREER AT LOCKHEED AMERICA
19 AIRLINES. ROBERT WARRICK, WHO WAS THE DIRECTOR OF ART
20 COLLECTIONS AT THE HUNTINGTON LIBRARY FOR 34 YEARS PASSED
21 AWAY. JOHN HILL, WHO PASSED AWAY FROM CANCER. GRADUATE OF CAL
22 POLY POMONA WITH A DEGREE IN MECHANICAL ENGINEERING AND HE
23 SERVED OUR COUNTY, LOS ANGELES COUNTY ROAD DEPARTMENT FOR 40
24 YEARS IN THE DEPARTMENT OF PUBLIC WORKS. AVID FISHERMAN AND
25 AVID INSTRUCTOR FOR THE N.R.A. HARVEY PAGE MCCOY, RETIRED LOS



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 ANGELES COUNTY DEPUTY SHERIFF. RESIDENT OF THE ANTELOPE
2 VALLEY. JOHN ROBERT REEVES, LONG TIME ANTELOPE VALLEY AND HE
3 WAS EMPLOYED AT THE CALIFORNIA STATE PRISON. RUTH GRAHAM, WIFE
4 OF EVANGELIST BILLY GRAHAM, DR. BILLY GRAHAM. SHE WAS A WRITER
5 AND POET.

6

7 **SUP. KNABE:** JOIN THAT AS WELL.

8

9 **SUP. YAROSLAVSKY, CHAIRMAN:** PUBLISHED 14 BOOKS AND SEVERAL
10 COLLECTIVE POEMS. SHE WAS BORN IN CHINA. HER UPBRINGING WAS IN
11 CHINA. ATTENDED HIGH SCHOOL IN KOREA. SHE HAD A GREAT
12 COMPASSION FOR THE PEOPLE OF THE WORLD AND WAS A GREAT
13 CHRISTIAN IN CARRYING OUT THE GOSPEL IN THE GREAT COMMISSION
14 OF OUR LORD JESUS CHRIST. TED TYLER, A GRADUATE OF U.S.C. IN
15 PHYSICAL EDUCATION, A LOYAL SUPPORTER OF THE Y.M.C.A. AND THE
16 Y.W.C.A. AND, THROUGH HIS CHILDREN, HE WORKED WITH THE
17 N.A.A.C.P. TO HELP INTEGRATE THE PASADENA SCHOOLS. HIS CAREER
18 WAS A BUILDING CONTRACTOR. EARNED HIM SEVERAL HONORS FROM THE
19 LOCAL AIA AND HE FURTHER CONTRIBUTED TO THE COMMUNITY BY
20 SERVING HIS CITY, PASADENA, ON THE PLANNING COMMISSION AND
21 CREATED THE ORIGINAL SIGN ORDINANCE AND DESIGN COMMISSION IN
22 PASADENA. HE HAD BEEN RECENTLY HONORED BY HIS FAMILY-- BY THE
23 CITY OF PASADENA AND HE WAS A STRONG MEMBER OF THE TOURNAMENT
24 OF ROSES THAT PUTS ON THE GREAT ROSE PARADE EVERY YEAR.

25



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **SUP. YAROSLAVSKY, CHAIRMAN:** UNANIMOUS VOTE. AND MS. BURKE, DO
2 YOU WANT TO DO YOUR ADJOURNMENTS?

3

4 **SUP. BURKE:** I MOVE THAT WE ADJOURN IN THE MEMORY OF LOUIS
5 SANDOVAL, FATHER OF L.A.C./U.S.C. EMPLOYEE MARTIN SANDOVAL WHO
6 PASSED AWAY ON JUNE 13TH AFTER BEING SHOT IN FEBRUARY WHILE
7 BIKE RIDING. HE WAS IN THE I.C.U. SINCE FEBRUARY. HE LEAVES TO
8 CHERISH HIS MEMORY HI CHILDREN, ARTURO, JOSEPH, MIRABELLE,
9 MARTIN AND ANGELICA. AND DONALD DONOVAN WAYNE GUDRY, LONG-TIME
10 SECOND DISTRICT RESIDENT AND HUSBAND OF BISHOP CAROL TYLER
11 GUDRY WHO PASSED AWAY ON JUNE 14TH. HE LEAVES TO CHERISH HIS
12 MEMORY HIS WIFE, CAROLYN, MOTHER, JOANNIE BARKER GUDRY, AND
13 BROTHERS, HENRY JR. AND RONALD AND SISTER, VIVIAN CLARK.

14

15 **SUP. YAROSLAVSKY, CHAIRMAN:** UNANIMOUS VOTE. SUPERVISOR MOLINA,
16 DO YOU HAVE ANY ADJOURNING MOTIONS?

17

18 **SUP. MOLINA:** I HAVE ONE ADJOURNING MOTION. I'D LIKE TO ASK
19 THAT WE ADJOURN THIS MORNING-- THIS AFTERNOON NOW, IN THE
20 MEMORY OF MICHAEL PAUL MILLER. MR. MILLER WAS THE VICTIM OF
21 THE RECENT 710 FREEWAY SHOOTING. WE ALL OF US WERE GREATLY
22 SADDENED ABOUT THIS TRAGEDY AND WE WANT TO EXTEND OUR DEEPEST
23 CONDOLENCES TO HIS FAMILY AS WELL AS TO HIS FRIENDS.

24



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **SUP. YAROSLAVSKY, CHAIRMAN:** UNANIMOUS VOTE. ALL RIGHT. DR.
2 CHERNOF, DO YOU WANT TO START WITH YOUR-- DO YOU HAVE A REPORT
3 TO GIVE? IS THAT THE WAY YOU WOULD LIKE TO DO IT? OR WOULD YOU
4 LIKE US TO START WITH OUR QUESTIONS TO YOU? DO YOU HAVE ANY
5 INTRODUCTORY REMARKS IS I GUESS MY QUESTION.

6

7 **DR. BRUCE CHERNOF:** CHAIR, SUPERVISORS, WE HAVE TWO BODIES OF
8 WORK TO COVER TODAY AT YOUR REQUEST. THE FIRST IS A REPORT ON
9 THE 2567 PLAN OF CORRECTION SUBMITTED TO C.M.S. LAST NIGHT,
10 WHICH WE'LL REPORT ON AND WE HAVE ALSO BROUGHT FORWARD THE
11 HUMAN RESOURCES DATA YOU REQUESTED AT YESTERDAY'S MEETING.
12 WE'LL BEGIN WITH THE PLAN OF CORRECTION...

13

14 **SUP. YAROSLAVSKY, CHAIRMAN:** ALL RIGHT. WE'LL DO THAT THEN I
15 WILL RECOGNIZE SUPERVISOR MOLINA FOR 15 MINUTES AND THEN WE
16 WILL GO IN ORDER OF REQUEST, IN THAT ORDER, 15 MINUTES PER
17 SUPERVISOR AND THEN WE'LL REPEAT THE ORDER UNTIL WE'VE
18 EXHAUSTED OUR QUESTIONS. SO WOULD YOU ALSO INTRODUCE THE
19 PEOPLE WHO ARE AT THE PODIUM JUST FOR THE RECORD?

20

21 **DR. BRUCE CHERNOF:** YES, I HAVE BROUGHT WITH ME ANTOINETTE
22 SMITH- EPPS, THE C.E.O. OF M.L.K. HARBOR HOSPITAL. SHARON
23 GRIGSBY, WHO IS THE INTERIM C.E.O. FOR METROCARE. AND MIGUEL
24 ORTIZ-MAROQUINN, WHO IS THE INTERIM C.E.O. AT HARBOR U.C.L.A.
25 MEDICAL CENTER.



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1

2 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY. PROCEED.

3

4 **DR. BRUCE CHERNOF:** WITH RESPECT TO THE PLAN OF CORRECTION, LET
5 ME MAKE A COUPLE OF BRIEF COMMENTS AND THEN I'M GOING TO ASK
6 ANTOINETTE TO TALK ABOUT THE SPECIFIC CORRECTIVE ACTIONS
7 TAKEN. LET ME SAY THAT THE 2567, WHICH WE SUBMITTED LAST
8 NIGHT, HAD THREE MAJOR FINDINGS WHICH WE NEEDED TO RESPOND TO.
9 THE FIRST WAS A FINDING INVOLVING A SINGLE PATIENT WHO
10 REQUIRED TRANSFER FOR A NEUROSURGICAL CONDITION, WHICH IS A
11 SERVICE THAT'S NOT AVAILABLE AT MARTIN LUTHER KING JR. HARBOR
12 HOSPITAL. AND, AS A RESULT OF THAT FINDING, WE HAVE
13 ESTABLISHED A TRANSFER PROCESS FOR NEUROSURGICAL PATIENTS THAT
14 CALLS FOR IMMEDIATE TRANSFER OF PATIENTS WITH SPECIFIC
15 NEUROSURGICAL DIAGNOSES TO OTHER HOSPITALS ON A ROTATING
16 BASIS. AND WE'VE PUT IN PLACE A MONITORING PLAN TO MAKE SURE
17 THAT THAT'S IMPLEMENTED COMPLETELY. THE SECOND FINDING WAS
18 THAT THE PERFORMANCE OF MEDICAL SCREENING EXAMS WAS BEING DONE
19 BY PHYSICIAN'S ASSISTANTS AND ALTHOUGH PHYSICIAN'S ASSISTANTS
20 MAY PERFORM MEDICAL SCREENING EXAMS AS PART OF THEIR SCOPE OF
21 PRACTICE, THEY MUST BE SPECIFICALLY CREDENTIALLED FOR THIS.
22 C.M.S. CONCLUDED THAT THE CREDENTIALING PROCESS HAD NOT BEEN
23 COMPLETED AS REQUIRED UNDER THE FEDERAL EMERGENCY MEDICAL
24 TREATMENT AND ACT OF LABOR ACT, OTHERWISE KNOWN AS
25 E.M.T.A.L.A., AND, AS A RESULT OF THIS FINDING, ON JUNE 12TH,



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 M.L.K.-HARBOR LEADERSHIP DIRECTED OUR CONTRACTED PHYSICIAN
2 GROUP TO IMMEDIATELY DISCONTINUE THE USE OF PHYSICIAN'S
3 ASSISTANTS FOR MEDICAL SCREENING EXAMS. THESE EXAMS WILL NOW
4 BE PERFORMED ONLY BY EMERGENCY DEPARTMENT ATTENDING
5 PHYSICIANS. WE'VE ALSO DISCONTINUED THE USE OF NONEMERGENCY
6 PHYSICIAN ASSISTANTS AS CONSULTANTS IN THE EMERGENCY ROOM FOR
7 OTHER SERVICES. THE THIRD FINDING RELATED TO THE TIMING OF
8 MEDICAL SCREENING EXAMS. C.M.S. FOUND THAT THERE WERE DELAYS
9 IN COMPLETING MEDICAL SCREENING EXAMS FOR PATIENTS PRESENTING
10 TO THE EMERGENCY DEPARTMENT. TO ADDRESS THIS DEFICIENCY, THE
11 LEADERSHIP IN THE EMERGENCY DEPARTMENT, NURSING AND HOSPITAL
12 ADMINISTRATION, REDESIGNED THE PROCESS BY WHICH PATIENTS ARE
13 SEEN IN THE EMERGENCY DEPARTMENT. THAT REDESIGN INCLUDES CO-
14 LOCATING NURSING AND REGISTRATION STAFF TOGETHER IN THE TRIAGE
15 AREA -- THAT'S THE INITIAL POINT OF CONTACT FOR PATIENTS --
16 AND WITH PHYSICIANS AVAILABLE SO THAT AN IMMEDIATE MEDICAL
17 SCREENING EXAM CAN BE COMPLETED. FURTHER TRAINING WAS PROVIDED
18 TO EMERGENCY ROOM NURSES TO ENSURE THAT PHYSICIANS ARE
19 CONTACTED IF ANY FORM OF MANAGEMENT IS NEEDED PRIOR TO THE
20 MEDICAL SCREENING EXAM TAKING PLACE. ANOTHER IMPORTANT FINDING
21 THAT WAS CALLED OUT WAS THAT THERE APPEARED TO BE REPETITIVE
22 DELAYS IN CARE RELATED TO COORDINATION OF SERVICES, HOW
23 FUNCTIONAL AREAS INTERACTED WITH EACH OTHER. IN EACH INSTANCE,
24 APPROPRIATE MULTIDISCIPLINARY INTERVENTIONS HAVE BEEN
25 DEVELOPED AND IMPLEMENTED WITH APPROPRIATE MONITORING PUT IN



The Meeting Transcript of
The Los Angeles County Board of Supervisors

1 PLACE. THE HOSPITAL HAD PREVIOUSLY ADDED, A COUPLE OF MONTHS
2 AGO, AN ADDITIONAL HOSPITAL'S PHYSICIAN, AN INPATIENT DOCTOR,
3 TO IMPROVE PATIENT CARE AND PATIENT TRANSFERS, KNOWING THAT
4 THE EMERGENCY ROOM IS PARTICULARLY BUSY. LET ME SAY THAT, ON
5 BEHALF OF THE DEPARTMENT OF HEALTH SERVICES, THAT THESE
6 FINDINGS ARE NOT ACCEPTABLE AND ARE DISCOURAGING IN THE FACE
7 OF THE ENORMOUS EFFORT TO REFORM THIS HOSPITAL. THEY ARE GRAVE
8 AND THEY MUST BE CURED OR THE FACILITY CANNOT CONTINUE TO
9 OPERATE. EACH CITATION HAS A DEFINITIVE CORRECTIVE ACTION PLAN
10 WITH CLOSE MONITORING. AND WE BELIEVE THAT THESE CORRECTIVE
11 ACTION PLANS WILL FULLY ADDRESS C.M.S.' CONCERNS AND THAT
12 C.M.S. WILL RELEASE THE IMMEDIATE JEOPARDY FINDING. WE EXPECT
13 THAT C.M.S. WILL RETURN TO VALIDATE THESE CORRECTIVE ACTIONS
14 WITHIN THE NEXT WEEK OR SO. WHAT I'D LIKE TO DO AT THIS POINT
15 IS ASK ANTOINETTE SMITH EPPS TO PROVIDE SOME ADDITIONAL DETAIL
16 ABOUT THE SPECIFIC KEY ACTIONS THAT HAVE OCCURRED.

17
18 **ANTOINETTE SMITH-EPPS:** GOOD MORNING. YOU'VE RECEIVED A
19 HOSPITAL PLAN OF CORRECTION TO THE 2567 PROVIDED BY C.M.S. WE
20 BELIEVE THE PLAN PROVIDES A FRAMEWORK FOR M.L.K. TO OWN OUR
21 MISTAKES AND TO LEARN FROM THOSE MISTAKES AND TO INCORPORATE
22 THOSE LESSONS LEARNED INTO OUR IMPROVED PROCESSES. WE ALSO
23 BELIEVE THAT IT ALLOWS US TO IMPROVE SERVICE EXCELLENCE FOR
24 OUR PATIENTS. I'LL POINT OUT A FEW OF THOSE PROCESS
25 IMPROVEMENTS NOTED IN THE PLAN. THE TRANSFER PROCESS FOR



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 NEUROSURGERY PATIENTS THAT DR. CHERNOF SPOKE OF A LITTLE BIT
2 EARLIER BASICALLY IT'S A NO REFUSAL POLICY ON A ROTATING BASIS
3 TO TRANSFER TO OTHER FACILITIES. ALSO, THE HOSPITALIST WHO IS
4 CHARGED WITH MONITORING PATIENTS WHO ARE BEING HELD FOR
5 TRANSFER TO OTHER FACILITIES AND TO MANAGE THEIR CARE IN THE
6 INTERIM. WE ALSO HAVE VARIOUS CONCURRENT CHART REVIEW
7 PROCESSES EFFECTIVE IMMEDIATELY THAT ARE OUTLINED IN THE PLAN.
8 WE HAVE REVAMPED THE ROUNDING AND REPORTING REQUIREMENTS FOR
9 NURSING OVERSIGHT REGARDING THE EMERGENCY DEPARTMENT AND ITS
10 WAITING AREAS. ALSO THE CO-LOCATING OF REGISTRATION AND TRIAGE
11 IN THE SAME AREA. AND ALSO IT WILL ENABLE US NOT ONLY TO
12 CORRECT THE ISSUES THAT WERE POINTED OUT ABOUT THE EMERGENCY
13 ROOM LOG BUT ALSO TO PROVIDE A MORE TIMELY MEDICAL SCREENING
14 EXAMINATION. WE ALSO HAVE MOVED, AND EFFECTIVE THE 21ST OF
15 THIS MONTH, ALL BOARD CERTIFIED PHYSICIANS WILL PROVIDE ALL
16 MEDICAL CARE IN THE EMERGENCY DEPARTMENT. AND, FINALLY, WE
17 HAVE BEEN ABLE TO LOCATE A MONITOR THAT VIEWS ALL BLIND SPOTS
18 IN THE EMERGENCY ROOM WAITING AREA, WHICH HAS BEEN A CONCERN
19 PREVIOUSLY. I'D BE HAPPY TO PROCEED AND ANSWER ANY QUESTIONS
20 THAT YOU HAVE FOR MYSELF AND OTHERS.

21
22 **DR. BRUCE CHERNOF:** SUPERVISOR YAROSLAVSKY, WOULD YOU LIKE US,
23 AT THIS POINT, TO REVIEW THE HUMAN RESOURCES DATA OR WOULD YOU
24 LIKE...?



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **SUP. YAROSLAVSKY, CHAIRMAN:** WHY DON'T YOU DO THAT BECAUSE IT
2 WILL ALL BE COMING UP TOGETHER. SO WE WILL GIVE YOU THE
3 OPPORTUNITY TO DO THAT BEFORE WE START OUR QUESTIONS.

4

5 **DR. BRUCE CHERNOF:** OKAY, THAT WOULD BE GREAT. WHAT I'D LIKE TO
6 DO AT THIS POINT THEN IS TO ANSWER THE QUESTIONS THAT
7 SUPERVISOR MOLINA RAISED YESTERDAY WITH RESPECT TO DATA. AND
8 I'D LIKE TO GIVE BOTH MS. GRIGSBY AND MR. MAROQUINN A CHANCE
9 TO MAKE SOME COMMENTS ABOUT THEIR OVERALL WORK IN METROCARE,
10 IF THAT'S OKAY, SUPERVISOR. SO THE QUESTIONS THAT YOU RAISED,
11 SUPERVISOR MOLINA, HAD TO DO WITH THE NUMBER OF EMPLOYEES AT
12 THE BEGINNING OF THE IMPLEMENTATION OF METROCARE AND WHERE WE
13 ARE TODAY. I PROVIDED YOUR BOARD WITH A TABLE OF THAT DATA AND
14 I'M JUST GOING TO HIGHLIGHT A FEW OF THE KEY RESULTS. THE
15 STARTING OFF POINT FOR US WOULD BE THAT, IN SEPTEMBER OF 2006,
16 THE ACTUAL NUMBER OF EMPLOYEES, SO WE'RE NOT TALKING F.D.E.S
17 HERE OR BUDGETED ITEMS, FILLED OR UNFILLED, THESE ARE ACTUAL
18 EMPLOYEES. THERE WERE 2,429 EMPLOYEES IN SEPTEMBER OF 2006. IN
19 JUNE OF 2007, THE OFFICIAL EMPLOYEE COUNT, THE NUMBER OF
20 EMPLOYEES, COUNTY EMPLOYEES IS 1,582 COUNTY EMPLOYEES. THE
21 DIFFERENCE BETWEEN THE SEPTEMBER AND JUNE NUMBERS ARE THE
22 RESULT OF THE LOSS OF 256 RESIDENCY SLOTS, 395 EMPLOYEES THAT
23 WERE TRANSFERRED TO OTHER FACILITIES, 51 PATIENTS WHO WERE
24 RECOMMENDED FOR THE INPATIENT UNIT AT HAWKINS, WHICH IS PART
25 OF L.A.C./U.S.C., 21 EMPLOYEES THAT WERE TRANSFERRED TO



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 HARBOR, 54 DOCTORS THAT WERE TRANSFERRED AND REASSIGNED, AND
2 230 EMPLOYEES THAT LEFT M.L.K. HARBOR DURING THIS TRANSITION
3 PROCESS.

4

5 **SUP. KNABE:** WHAT? THEY LEFT?

6

7 **DR. BRUCE CHERNOF:** THEY LEFT COUNTY SERVICE ENTIRELY. DURING
8 THIS SAME PERIOD OF TIME, ONE OF YOUR QUESTIONS, SUPERVISOR
9 MOLINA, I BELIEVE, WAS HOW MANY EMPLOYEES HAD JOINED THE
10 FACILITY IN THE TRANSITION? WE'VE HAD 160 NEW EMPLOYEES JOIN
11 DURING THAT TIME PERIOD, 64 NURSING ASSISTANTS, 27 INDIVIDUALS
12 WHO ARE IN SORT OF TECHNICAL AND SPECIALTY AREAS, LAB TECHS,
13 RADIOLOGY TECHS, 10 CLERICAL FOLKS, 7 ENVIRONMENTAL SUPPORT
14 SERVICES, FOOD SERVICES SORTS OF INDIVIDUALS, 6 L.V.N.S AND 20
15 FOLKS THAT FALL INTO OTHER SUPPORT CATEGORIES NOT OTHERWISE
16 CATEGORIZED. ANOTHER QUESTION THAT WAS RAISED WAS A LITTLE BIT
17 ABOUT DISSECTING THE INPATIENT AND OUTPATIENT SERVICES AND
18 WE'VE PROVIDED DATA FOR YOU, AS WELL, SHOWING THE NUMBER OF
19 INDIVIDUALS WHO HAVE LEFT BOTH INPATIENT, OUTPATIENT,
20 ANCILLARY PHYSICIAN SERVICES AND NONPATIENT CARE AREAS. THEY
21 SHOW THAT BOTH-- THEY TRUE UP IN THAT, IN JUNE, THERE WAS
22 1,582 PATIENTS. THEY ALSO TRUE UP IN THAT THERE'S 1,582
23 EMPLOYEES. MY APOLOGIES. AND THE TOTAL NUMBER OF EMPLOYEES WHO
24 HAVE MITIGATED OR LEFT IS 847. LET ME TURN IT OVER AT THIS



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 POINT TO BOTH SHARON AND MIGUEL TO MAKE SOME ADDITIONAL
2 COMMENTS.

3

4 **SUP. YAROSLAVSKY, CHAIRMAN:** JUST A TECHNICAL QUESTION ON YOUR
5 LIST IN YOUR CHART. WHICH ONE OF THESE CATEGORIES-- DID YOU
6 FIRE ANYBODY? WAS ANYBODY FIRED BASED ON THE INTERVIEWS? AND,
7 IF SO, WHERE DO THEY SHOW UP HERE?

8

9 **DR. BRUCE CHERNOF:** NOBODY WAS FIRED AS A RESULT OF THE
10 INTERVIEWS BECAUSE YOU HAD TO HAVE A COMPETENT OR BETTER
11 PERFORMANCE EVALUATION TO BE INTERVIEWED. SO, IF YOU WERE
12 ALREADY IN THE CORRECTIVE ACTION PLAN, DISCIPLINARY PROCESS,
13 YOU WERE NOT OFFERED AN INTERVIEW.

14

15 **SHARON GRIGSBY:** GOOD AFTERNOON. MY NAME IS SHARON GRIGSBY AND
16 I SERVE AS THE CHIEF NETWORK OFFICER FOR THE DEPARTMENT OF
17 HEALTH SERVICES. IN THE ROLE OF CHIEF NETWORK OFFICER, I'M
18 RESPONSIBLE FOR OUR FIVE COUNTY HOSPITALS. AND, IN ALL OF
19 THOSE HOSPITALS, AS YOU KNOW, WE HAVE A LOT OF HARD WORKING
20 STAFF WHO STRUGGLE AGAINST HIGH VOLUMES OF PATIENT NEEDS AND
21 HIGH LEVELS OF VACANCIES IN HARD-TO-FILL CLASSIFICATIONS, IN
22 NURSING, IN THERAPIES, IN SOCIAL WORK, IN RADIOLOGY. BUSY
23 EMERGENCY ROOMS ACROSS OUR SYSTEM AND IN THE PRIVATE SECTOR
24 AND LIMITED BEDS TO PUSH ALL OF OUR HOSPITALS TO STRETCH THEIR
25 STAFFS AND THEIR FACILITIES TO BEST SERVE OUR PATIENTS. FOUR



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 OF THESE HOSPITALS ARE SUCCESSFUL IN ACHIEVING AND MAINTAINING
2 CERTIFIED AND ACCREDITED STATUS. AS WE ALL KNOW, ONE OF OUR
3 HOSPITALS CONTINUES TO STRUGGLE TOWARD THESE GOALS. I'M
4 OFFERING THESE COMMENTS TODAY FROM MY PERSPECTIVE AS TO THE
5 INTERIM EXECUTIVE DIRECTOR OF METROCARE AND I PLAN TO SPEAK TO
6 SOME QUESTIONS THAT HAVE ARISEN IN THE LAST FEW DAYS,
7 INCLUDING ISSUES AROUND HOW METROCARE ACTUALLY WAS
8 IMPLEMENTED, THE ACTUAL EXTENT OF STAFF AND LEADERSHIP CHANGES
9 AT KING, HOW SOME OF THE INITIAL ESTIMATES OF STAFF RETAINED
10 AND MITIGATED WERE EVOLVED AND HOW TRAINING IS BEING HANDLED
11 AT THE HOSPITAL. I'D ALSO LIKE TO REITERATE SOME OF THE
12 SIGNIFICANT ACCOMPLISHMENTS THAT HAVE BEEN PART OF WORK IN THE
13 LAST NINE MONTHS AND TO TALK A LITTLE BIT ABOUT SOME OF THE
14 WORK THAT'S STILL AHEAD. WHEN THE TEAM CREATED METROCARE, WE
15 DESIGNED A STRUCTURE THAT WE BELIEVE CAN BORROW FROM THE
16 STRENGTHS OF ONE OF OUR BEST HOSPITALS WHILE PROTECTING ITS
17 SEPARATE LICENSE AND ACCREDITATION AND TO USE HARBOR SKILLS TO
18 DEVELOP NEW STRENGTHS IN KING, ALLOWING IT TO GROW INTO THIS
19 NEW ENTITY AS A SELF-SUSTAINING, INDEPENDENT COMMUNITY
20 HOSPITAL. TO ACHIEVE THESE PURPOSES, A COMPLEX MATRIX OF
21 RESPONSIBILITIES WAS DESIGNED WHICH WOULD AT ONCE OFFER THE
22 CLINICAL AND NURSING EXPERTISE OF HARBOR BY DIRECT OVERSIGHT
23 IN THESE AREAS YET MAINTAIN THE INDEPENDENCE OF THE TWO
24 HOSPITALS IN THEIR ADMINISTRATION, MEDICAL STAFFS AND KEY
25 PROGRAMS. THE MODEL FOR SUPPORT SERVICES WAS DRAWN WITH THE



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 INTENT OF LIFTING FROM KING THE ADMINISTRATIVE BURDENS OF SUCH
2 AREAS AS FACILITIES, MATERIALS MANAGEMENT, INFORMATION
3 TECHNOLOGY SO THAT KING CAN CONCENTRATE ON ITS CORE PATIENT
4 CARE PROGRAMS. PURSUING EFFICIENCIES THROUGH ECONOMIES OF
5 SCALE WAS AN ADDITIONAL GOAL. TO ACHIEVE THIS, MULTIPLE MODELS
6 WERE DESIGNED, FROM A COMPLETE MERGER AND INTEGRATION OF
7 HARBOR AND KING'S FINANCIAL FUNCTIONS, TO SHARED REGIONAL
8 SERVICES LIKE MATERIALS MANAGEMENT, HARBOR'S BEEN ABLE TO
9 BRING NEW TECHNOLOGIES AND SYSTEMS WHICH ALLOW KING TO ENHANCE
10 PATIENT SAFETY AND TO IMPROVE CARE. AN ENORMOUS AMOUNT OF WORK
11 BY THE HARBOR LEADERS HAS GONE INTO EACH ASPECT OF THIS NEW
12 STRUCTURE. OUR INTERIM C.E.O. OF HARBOR, MIGUEL ORTIZ-
13 MAROQUINN, WILL BE GIVING YOU A MORE COMPLETE PICTURE OF THESE
14 EFFORTS ON THE PART OF HARBOR LEADERSHIP. I'D LIKE TO
15 CONCENTRATE NOW ON SOME OF THE QUESTIONS THAT HAVE COME UP
16 ABOUT HOW THE METROCARE PLAN HAS BEEN IMPLEMENTED. THE
17 LEADERSHIP GROUP I REFERENCED EARLIER HAS CONSISTED OF THE
18 CHIEF EXECUTIVES FROM BOTH THE HOSPITALS, THEIR CHIEF MEDICAL
19 OFFICERS, THEIR CHIEF NURSING OFFICERS AND KEY HARBOR SERVICE
20 CHIEFS IN MEDICINE, SURGERY, OBSTETRICS, PEDIATRICS,
21 AMBULATORY CARE AND QUALITY MANAGEMENT. FROM HEALTH SERVICES
22 ADMINISTRATION, DR. CHERNOF PARTICIPATED THROUGHOUT ITS
23 FORMATIVE MONTHS AND OUR CHIEF DEPUTY AND I ARE PART OF THE
24 GROUP. THIS GROUP HAS MET WEEKLY FOR ALMOST NINE MONTHS, FIRST
25 TO PLAN AND DESIGN METRO CARE THEN TO DEVELOP THE



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 IMPLEMENTATION PLAN, TO MONITOR THE STEPS TOWARD
2 IMPLEMENTATION AND, FOR THE LAST 90 DAYS, TO FOCUS TIGHTLY AS
3 A WORKING GROUP ON ALL THE ASPECTS OF PREPAREDNESS FOR THE
4 C.M.S. SURVEY. BECAUSE OF THE NOVELTY OF A TWO HOSPITAL
5 STRUCTURE TO OUR SYSTEM, WE HAVE WRESTLED WITH IMPORTANT
6 ISSUES OF ORGANIZATION, REPRESENTATION, RESPONSIBILITY, AND
7 ACCOUNTABILITY IN THIS MATRIX ENVIRONMENT. EVEN WHEN THESE
8 ISSUES HAVE BEEN DEBATED HOTLY, HARBOR'S COMMITMENT HAS NEVER
9 WAVERED TO SEEING THE PROJECT THROUGH TO ITS COMPLETION. EACH
10 MEMBER OF THIS LEADERSHIP GROUP HAS COMMITTED HUNDREDS OF
11 HOURS TO OUR PROJECT, WHILE STILL MAINTAINING ALL OF THEIR OWN
12 WORK IN PATIENT CARE, TEACHING AND RESEARCH AT HARBOR.
13 QUESTIONS HAVE ALSO BEEN RAISED AS TO WHETHER THERE'S BEEN ANY
14 REAL CHANGE AT KING SINCE METROCARE WAS IMPLEMENTED IN MARCH.
15 SIGNIFICANT CHANGE IS REFLECTED IN THE FACT THAT 12 OF THE
16 SENIOR LEADERSHIP TEAM WHO WERE AT KING LAST FALL ARE NO
17 LONGER AT THE HOSPITAL. A DETAILED LIST OF THESE FUNCTIONS IS
18 ATTACHED TO DR. CHERNOF'S REPLY TO SUPERVISOR MOLINA'S MOTION.
19 HIRING FOR SOME OF THESE REPLACEMENTS HAS BEEN EXTREMELY
20 DIFFICULT IN LIGHT OF THE UNCERTAINTY AROUND KING'S FUTURE. WE
21 ANTICIPATE, AFTER THE SURVEY, THAT THIS PROBLEM WILL IMPROVE.
22 THERE WAS ALSO A QUESTION RAISED ABOUT HOW INVOLVED HARBOR'S
23 MANAGERS WERE IN THE INTERVIEWS. A LISTING OF SOME 30 SENIOR
24 MANAGERS WHO TOOK PART IN THE INTERVIEWS IS ALSO ATTACHED TO
25 DR. CHERNOF'S RESPONSE. I INADVERTENTLY OMITTED THE FINANCE



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 FUNCTIONS. THEY SHOULD BE ON THAT LIST. THE DIRECTOR OF
2 FINANCE AT HARBOR HAS SPENT UNTOLD HOURS AND HAS DONE A SUPERB
3 JOB IN INTEGRATING THE TWO FINANCE DEPARTMENTS, CONSOLIDATING
4 THEM, SAVING POSITIONS AND ORGANIZING THEIR FINANCES AND THEIR
5 H.R. INFORMATION IN AN EXTRAORDINARY WAY. QUESTIONS HAVE ALSO
6 BEEN ASKED ABOUT WHY WE INITIALLY THOUGHT 60 PERCENT OF THE
7 KING STAFF WOULD BE MITIGATED WITH ONLY 40 PERCENT STAYING.
8 THAT WAS OUR BEST ESTIMATE IN THE FALL. IT WAS A POSITIVE
9 OUTCOME THAT HARBOR'S INITIAL REVIEW OF PERFORMANCE REPORTS
10 AND THE RESULTS OF THE INDIVIDUAL INTERVIEWS YIELDED A MUCH
11 HIGHER PROPORTION OF THOSE THAT HARBOR RECOMMENDED TO RETAIN
12 THAN HAD BEEN ANTICIPATED. IN ADDITION, THERE WERE SOME
13 DEPARTMENTS SUCH AS LABORATORY, WHERE HARBOR'S RECOMMENDS
14 OUTNUMBERED THE POSITIONS ULTIMATELY NEEDED FOR THE STAFFING
15 PLAN AND SOME VERY GOOD PEOPLE WOUND UP IN THE MITIGATION POOL
16 AS A RESULT. IN ALL, ALMOST 1,000 STAFF LEFT KING SINCE THE
17 FALL, INCLUDING THE RESIDENTS, THE MITIGATED EMPLOYEES, THE
18 RESIGNATIONS AND RETIREMENTS COMPARED TO THE ORIGINAL STAFF
19 COMPLEMENT OF LAST FALL. OF THAT ORIGINAL STAFFING COMPLEMENT,
20 ABOUT HALF ARE STILL AT KING AND WE ALSO RECEIVED QUESTIONS
21 ABOUT STAFF TRAINING FOR THE GROUP THAT REMAINS. THE ORIGINAL
22 METROCARE PLAN PREPARED IN OCTOBER DID CALL FOR KING PATIENT
23 CARE STAFF TO ROTATE TO HARBOR FOR ADDITIONAL TRAINING. IN
24 NOVEMBER, WE HAD SENT OVER THE STAFF THAT WERE SELECTED FOR
25 THE SERVICES RELOCATING TO HARBOR. WHILE ONLY 20 PEOPLE



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 TRANSFERRED TO HARBOR AT THAT TIME, THE REALITIES OF INFUSING
2 SIGNIFICANT NUMBERS OF NEW STAFF FOR ORIENTATION POSED A
3 SERIOUS DEMAND ON THE TIME OF THE HARBOR NURSING STAFF TO
4 ORIENT THESE STAFF. BY MARCH, WHEN METROCARE WAS PUT IN PLACE,
5 STAFFING SHORTAGES, ESPECIALLY IN DIRECT PATIENT CARE AREAS,
6 FOR COUNTY STAFF THAT WE NEEDED, STAFFING SHORTAGES WERE SUCH
7 THAT WE DID NOT HAVE THE ANTICIPATED SURPLUS STAFF TO GO OVER
8 TO HARBOR FOR MORE TRAINING AND STILL KEEP OUR 48 BED
9 FOOTPRINT WITH THE FULL EMERGENCY SERVICES DEPARTMENT AND
10 OUTPATIENT SERVICES FUNCTIONING THE WHILE. AT THAT POINT, THE
11 CLINICAL ASSESSMENTS WERE UNDER WAY AND IT MADE MORE SENSE TO
12 KEEP THE STAFF AT KING THAN TO BRING IN MORE TRAVELERS TO
13 RELEASE THEM TO GO TO HARBOR. THIS SHIFT PLACED A DIFFERENT
14 KIND OF BURDEN ON HARBOR IN NURSING STAFF TO DEVOTE THE
15 NECESSARY TIME OVER AT KING TO COMPLETE THE ASSESSMENTS.
16 HOWEVER, THEY DID THAT VERY DIFFICULT JOB WITH THEIR USUAL
17 DILIGENCE AND COMPETENCE. WHILE WE STILL HAVE A LONG WAY TO
18 GO, I THINK IT'S VERY IMPORTANT FOR THE PUBLIC, FOR OUR STAFFS
19 AT KING AND HARBOR AND FOR YOU TO TAKE A MOMENT TO REFLECT ON
20 THE NUMBER OF VERY DIFFICULT TASKS THAT HAVE BEEN ACCOMPLISHED
21 SINCE LAST FALL. YOU WILL REMEMBER THAT WE HAD CONTRACT
22 REPLACEMENTS FOR THE EMERGENCY DEPARTMENT IN PLACE WITHIN 45
23 DAYS OF OUR BEING NOTIFIED THAT THE RESIDENTS WERE BEING
24 WITHDRAWN. WE ALSO HAD AMBULANCE CONTRACTS IN PLACE THAT, ON
25 THE FIRST DAY, PATIENTS WERE ABLE TO BE TRANSFERRED. WE HAD



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 PRIVATE HOSPITAL CONTRACTS IN PLACE. WE HAD HOSPITAL LISTS AND
2 INTENSIVIST CONTRACTS AS DR. CHERNOF HAS REFERENCED. ALMOST
3 2,000 KING STAFF HAVE BEEN INTERVIEWED AND APPROXIMATELY 40
4 PERCENT OF THAT WORKFORCE THAT WAS ON SITE IN SEPTEMBER HAS
5 GONE. THE HOSPITAL IS STILL PROVIDING ALMOST 100,000
6 OUTPATIENT VISITS OVER THIS NINE-MONTH PERIOD OF TIME. ALMOST
7 20,000 E.D. VISITS, 4,000 PATIENTS ADMITTED AND OVER 1,500
8 PATIENTS TRANSPORTED TO OTHER COUNTY OR CONTRACT HOSPITALS
9 WHEN BEDS WERE NEEDED. THIS IS AN EXTRAORDINARY LEVEL OF
10 EFFORT ON THE PART OF THE KING STAFF, THE HARBOR STAFF, THE
11 E.M.S. STAFF FOR THE TRANSFERS THROUGHOUT OUR SYSTEM TO MAKE
12 THIS VERY INTRICATE PROCESS WORK. AND, AS DR. CHERNOF TOLD YOU
13 LAST WEEK, IT IS OUR VERY GREAT GRIEF THAT, OVER THE LAST NINE
14 MONTHS, WE TREATED THESE TEN THOUSANDS OF PATIENTS CAPABLY,
15 YET WE HAD TWO VERY PAINFUL FAILURES. WE HAD, AS A RESULT, TO
16 TERMINATE OR REPRIMAND SIX EMPLOYEES WHO THEREBY CREATED A
17 TERRIBLE REFLECTION ON THE OTHER 99 PERCENT OF THE KING STAFF.
18 WITH ALL THIS WORK, THERE IS STILL A FINAL PUSH THAT REMAINS.
19 OBVIOUSLY, THE C.M.S. SURVEY IS AHEAD OF THIS. WE HAD PLANNIED
20 ALL ALONG TO DO THE MULTISPECIALTY CLINIC ON THE KING SITE AND
21 THAT WORK REMAINS. WE HAVE PHYSICIAN PAY PLAN WORK THAT YOU
22 ARE PARTICIPATING IN NOW THAT WE NEED TO MOVE ALONG. OUR
23 NURSING SPECIALTY COMPETENCY WORK CONTINUES. WE HAVE TRAINING
24 THAT GETS IDENTIFIED AS THAT COMPETENCY WORK PROCEEDS THAT WE
25 HAVE TO PUT IN PLACE. WE HAVE TO INCREASE HIRING. WE STILL ARE



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 VERY SHORT OF NEEDED STAFF. WE'RE CREATING A NEW LIFESTYLE FOR
2 KING TOWARD OUR DESIRED GOAL OF COMPETENCE AND COMPASSION. AND
3 CULTURE CHANGE, CULTURE'S DEEP, CULTURE DOESN'T CHANGE IN
4 THREE MONTHS OR NINE MONTHS AND IT CAN'T BE MEASURED IN WEEKS
5 OR MONTHS BUT IN YEARS. WE'RE SO CLOSE AT THIS POINT. WE NEED
6 TO FOCUS ON WORK THAT REMAINS AND PASS THE SURVEY. WE'RE
7 WORKING DESPERATELY TO CORRECT THE FAILINGS AS WE FIND THEM SO
8 THAT M.L.K. HARBOR CAN RETAIN ITS CAPACITY TO SUPPORT OVER A
9 MILLION RESIDENTS IN SOUTH LOS ANGELES WITH THE CARE THEY NEED
10 AND THE QUALITY THEY DESERVE. THEY LITERALLY HAVE NO PLACE
11 ELSE TO GO.

12

13 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY, THANK YOU.

14

15 **MIGUEL ORTIZ-MAROQUINN:** GOOD AFTERNOON. MY NAME IS MIGUEL
16 ORTIZ-MAROQUINN AND I AM CURRENTLY THE CHIEF OPERATIONS
17 OFFICER, AS WELL AS THE INTERIM CHIEF EXECUTIVE OFFICER AT
18 HARBOR U.C.L.A. MEDICAL CENTER. I WANTED TO SAY THAT I AM VERY
19 PROUD OF THE WORK THAT HARBOR U.C.L.A. HAS CONTRIBUTED TO
20 M.L.K. HARBOR. HARBOR U.C.L.A. HAS BEEN COMMITTED TO M.L.K.
21 HARBOR SINCE OCTOBER 2006 WHEN WE BEGAN THE PLANNING FOR THE
22 DEVELOPMENT OF THE METROCARE ORGANIZATION. THE ENTIRE
23 ORGANIZATIONAL STRUCTURE AT HARBOR U.C.L.A. WAS ACTIVATED AND
24 WAS COMMITTED TO COMPLETE THE ASSIGNMENTS IN THE MEDICAL,
25 NURSING, AND THE ANCILLARY AND SUPPORT SERVICES AREAS. SINCE



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 OCTOBER, THE METROCARE LEADERSHIP HAS SPENT OVER 1,300 HOURS
2 HAVING WEEKLY MEETINGS LASTING AN AVERAGE OF THREE HOURS EACH
3 WHILE NURSING STAFF HAS SPENT OVER 2,700 HOURS INTERVIEWING
4 AND PERFORMING COMPETENCY TESTING FOR NURSING STAFF AT M.L.K.
5 HARBOR. OUR MEDICAL STAFF HAVE SPENT OVER-- WELL OVER 100
6 HOURS INTERVIEWING PHYSICIANS AT M.L.K. HARBOR AND THE
7 ANCILLARY AND SUPPORT SERVICES HAVE SPENT OVER 2,000 HOURS
8 PREPARING AND INTERVIEWING ANCILLARY AND SUPPORT STAFF AT
9 M.L.K. HARBOR. THESE HOURS DO NOT INCLUDE THE MANY HOURS SPENT
10 IN THE ASSESSMENT OF SERVICES, DEVELOPMENTAL RECOMMENDATIONS,
11 SYSTEM PROCESSING IMPROVEMENT AND OTHER ACTIVITIES. ONE OF THE
12 TASKS ASSIGNED TO HARBOR U.C.L.A. WAS THE ASSESSMENT OF ALL
13 EMPLOYEES. THIS ASSESSMENT WAS PERFORMED BY INTERVIEWING ALL
14 EMPLOYEES EXCEPT THE RESIDENTS AND THOSE EMPLOYEES UNAVAILABLE
15 FOR INTERVIEWS DUE TO DISABILITY LEAVE STATUS OR BECAUSE THEY
16 REFUSED TO BE INTERVIEWED. MEDICAL STAFF FROM HARBOR
17 INTERVIEWED MEDICAL STAFF AT M.L.K. HARBOR. NURSING STAFF
18 INTERVIEWED THE NURSING STAFF. AND RADIOLOGY STAFF, RADIOLOGY
19 STAFFS. WE MAKE SURE THAT THE SUBJECT MATTER EXPERTS WERE
20 INVOLVED IN A INTERVIEW WITH THEIR COUNTERPARTS AT M.L.K.
21 HARBOR. NURSING MANAGEMENT, FROM THE CHIEF NURSING OFFICER TO
22 THE ASSOCIATE DIRECTORS, INTERVIEWED ALL NURSING EMPLOYEES.
23 OTHER ACTIVITIES THAT ARE INVOLVED ARE NURSING STAFF INCLUDED
24 TRANSFERRING ON TRAINING ON STAFFING THE KING'S NEONATAL
25 SERVICES AT HARBOR U.C.L.A., PLANNING AND COORDINATING THE



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 PLANNING AND COORDINATING THE PERFORMANCE OF COMPETENCY
2 ASSESSMENT STATIONS WHERE EMPLOYEES WOULD GO THROUGH LEARNING
3 AND THEN DEMONSTRATING THEIR UNDERSTANDING OF THE SUBJECT
4 MATTER, COORDINATING WITH ALL THE D.H.S. FACILITIES AND
5 RECRUITING NURSING EDUCATORS TO ASSIST IN THE PERFORMANCE OF
6 THE COMPETENCY TESTING. WE WANT TO REALLY RECOGNIZE OUR SISTER
7 FACILITIES AT U.S.C., OLIVE VIEW, RANCHO, WHO FACILITATED
8 NURSING EDUCATORS FROM THE AREAS TO COME AND HELP. NURSING
9 ALSO ASSISTED IN PREPARING MAKEUP SESSIONS TO ENSURE THAT ITS
10 STAFF'S SAFE RETURN TO THE PATIENT SETTING AFTER THEY PASS THE
11 COMPETENCY SESSIONS. OUR PHYSICIAN LEADERSHIP MET WITH THE
12 PHYSICIAN LEADERSHIP AT M.L.K. HARBOR TO INTERVIEW MEDICAL
13 STAFF AND TO CONDUCT ASSESSMENTS OF THE MEDICAL SERVICES.
14 OTHER ACTIVITIES INVOLVING OUR MEDICAL STAFF INCLUDE
15 DEVELOPING OR RECOMMENDING A NEW SCOPE OF SERVICE FOR EACH
16 MEDICAL SERVICE AT M.L.K. HARBOR AND SUBMITTING THESE
17 RECOMMENDATIONS TO THE EXECUTIVE LEADERSHIP FOR REVIEW AND
18 ADOPTION, ASSISTING IN THE DEVELOPMENT OF THE NEW MEDICAL
19 STAFF BYLAWS, DEVELOPING AN INFECTION CONTROL PROGRAM FOR THE
20 METROCARE REGION, TRANSFERRING THE DENTAL AND ORAL
21 MAXILLOFACIAL TRAINING PROGRAMS FROM M.L.K. HARBOR TO HARBOR
22 U.C.L.A. TO ENSURE THEIR ACCREDITATION AND CONTINUATION OF
23 SERVICE TO THE COMMUNITY. ASSISTING IN THE REVIEW OF CONTRACT
24 LANGUAGE AND EXECUTION OF PHYSICIAN SERVICES FOR THE EMERGENCY
25 DEPARTMENT SPECIALISTS AT M.L.K. HARBOR, PARTICIPATING IN THE



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 IMPLEMENTATION OF PHYSICIAN PROCESSES TO IMPROVE PATIENT
2 SAFETY AT M.L.K. HARBOR, WORKING WITH THE QUALITY ASSURANCE
3 DIRECTOR AT HARBOR U.C.L.A. AND HARBOR M.L.K. IN THE
4 PREPARATION OF QUALITY ASSURANCE PLAN. COORDINATING THE REVIEW
5 OF M.L.K. HARBOR'S HOSPITAL POLICY AND PROCEDURES BY MANAGERS
6 AT HARBOR U.C.L.A. PARTICIPATING IN THE REVIEW OF MEDICAL
7 STAFF FUNCTIONS SUCH AS CREDENTIALING, MEDICAL COMMITTEE
8 MEETINGS AND COMMITTEE ACTIVITY DOCUMENTATION. IN ADDITION,
9 THE HARBOR U.C.L.A. ADMINISTRATIVE STAFF COORDINATING THE
10 INTERVIEWS WITH ALL NONPHYSICIAN, NON-NURSING STAFF AT M.L.K.
11 HARBOR. OTHER ACTIVITIES IN THE ADMINISTRATIVE SIDE INCLUDE
12 TAKING RESPONSIBILITY FOR THE REGIONAL SERVICES. THESE
13 REGIONAL SERVICES WERE ALL THE FINANCE, MATERIALS MANAGEMENT,
14 CONTRACT MANAGEMENT, INFORMATION SERVICES AND OTHER MAJOR
15 ORGANIZATIONAL AREAS IN ORDER TO REMOVE OVERHEAD FUNCTIONS
16 FROM M.L.K. HARBOR SO THEY COULD FOCUS ON PATIENT CARE
17 ACTIVITIES. ASSIGNING THE PHARMACY DIRECTOR FROM HARBOR
18 U.C.L.A. TO M.L.K. HARBOR TO ASSIST THE DIRECTOR AT M.L.K.
19 HARBOR TO REVIEW AND IMPROVE MEDICATION SAFETY MEASURES.
20 PLANNING FOR THE REPLACEMENT TO THE PHARMACY INFORMATION
21 SYSTEM THAT IS TO BE REPLACED AND WE EXPECT THIS REPLACEMENT
22 TO BE ACCOMPLISHED EARLY IN 2008. DEVELOPING SYSTEMS TO
23 FACILITATE THE SCANNING AND TRANSFER OF PRESCRIPTIONS TO THE
24 PHARMACY TO INCREASE AND IMPROVE THE TURNAROUND OF MEDICATION
25 ORDERS. ASSESSING THE LABORATORY SERVICES TO PERFORM A GAP



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 ANALYSIS TO IDENTIFY VARIATIONS BETWEEN THE HARBOR U.C.L.A.
2 AND THE M.L.K. HARBOR SYSTEM. ASSISTING M.L.K. HARBOR IN THE
3 IMPLEMENTATION OF A BAR CODING PROCESS TO PLACE BAR CODE
4 LABELS ON PATIENT SPECIMENS, ELIMINATING THE HANDWRITING
5 PROCESS THAT FACILITATES LABELING ERRORS. CONDUCT ASSESSMENTS
6 OF VARIOUS FUNCTIONS SUCH AS EMERGENCY PREPAREDNESS, SAFETY
7 FACILITY AND OTHER ENVIRONMENTAL PROGRAMS. IMPLEMENTED A TRUST
8 IN TIME PROCESS FOR THE DELIVERY OF SUPPLIES TO THE MEDICAL
9 NURSING SERVICES, THUS REMOVING NURSING STAFF FROM THE
10 ORDERING OF MEDICAL SUPPLIES SO THAT THEY CAN HAVE MORE TIME
11 ON PATIENT CARE. WORKING ON THE DEVELOPMENT OF A SINGLE SUPPLY
12 FORMULARY FOR THE REGION TO THEREFORE INCREASE SUPPLY SAVINGS.
13 WHILE THESE ARE EXAMPLES OF MANY OF THE THINGS THAT STAFF AT
14 HARBOR U.C.L.A. HAVE BEEN INVOLVED IN ITS SUPPORT OF M.L.K.
15 HARBOR. THANK YOU.

16

17 **SUP. YAROSLAVSKY, CHAIRMAN:** THANK YOU. DR. CHERNOF?

18

19 **DR. BRUCE CHERNOF:** WE'D BE GLAD TO TAKE YOUR QUESTIONS AT THIS
20 POINT, CHAIR OR SUPERVISORS.

21

22 **SUP. YAROSLAVSKY, CHAIRMAN:** ALL RIGHT. SUPERVISOR MOLINA?

23

24 **SUP. MOLINA:** YOU KNOW, I LISTENED INTENTLY TO THE REPORT FROM
25 ALL FOUR OF YOU AND I APPRECIATE THE INFORMATION. I KNOW IT



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 TOOK A LONG TIME LAST NIGHT TO GATHER THIS BUT AT LEAST WE
2 HAVE SOME BETTER IDEA OF SOME OF THE NUMBERS. BUT ONE WOULD
3 THINK, FROM RECEIVING A REPORT FROM SOMEBODY ON MY END OF IT
4 WHO IS TO, AGAIN, IS TO MAKE A DETERMINATION IF WE'RE
5 FUNCTIONING EFFECTIVELY OR NOT, CERTAINLY EVERYONE IN THE
6 COMMUNITY, AND I MEAN THE FEDERAL REGULATORS AS WELL, EVERYONE
7 IS ASSUMING THAT WE ARE THE GOVERNING BOARD THAT IS MAKING THE
8 DETERMINATIONS AND THE DECISIONS AS TO HOW TO CARRY THIS OUT.
9 IN REALITY, WE ARE DELEGATING THAT RESPONSIBILITY, AS WE ALL
10 KNOW, TO THE DEPARTMENT, WHO, IN TURN, HAS PUT TOGETHER A
11 STRATEGY AND A PLAN FOR ALL OF US AS TO HOW TO MAINTAIN THIS
12 HOSPITAL AND HOW TO MAKE SURE THAT IT GETS THE ACCREDITATION
13 AND ALL OF THE APPROPRIATE REVIEWS THAT IT NEEDS. AND, IN
14 LISTENING TO ALL OF IT, IT WOULD SEEM TO ME THAT, FROM WHAT
15 YOU HAVE SAID, YOU HAVE DONE EVERYTHING YOU COULD POSSIBLY DO
16 TO REFORM KING HARBOR, THAT EVERY EFFORT HAS BEEN MADE, FROM
17 THE STANDPOINT OF PROVIDING RESOURCES, WHICH THIS BOARD HAS
18 DONE, PROVIDING OPPORTUNITIES TO MAKE DRAMATIC CHANGES, AND
19 CERTAINLY OPPORTUNITIES FOR ALL OF YOU TO INTEGRATE THE
20 QUALITY OF CARE THAT WE KNOW AT HARBOR TO HOPEFULLY GET IT TO
21 THE QUALITY OF CARE THAT WE WANT TO GET TO AT KING. AND, YET,
22 WHEN WE HEAR OF THE SITUATION OF THE PATIENT THAT LED TO THIS
23 LAST SET OF INQUIRY, THERE IS CERTAINLY NO ONE, EVEN ON YOUR
24 END OF THE TABLE, THAT IS GOING TO MAKE ANY EXCUSE FOR IT. WE
25 ALL UNDERSTAND ALL OF THE ACTIONS WERE INEXCUSABLE AND THE



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 PROPER ACTIONS WERE TAKEN AMONGST VARIOUS EMPLOYEES, ALTHOUGH
2 IT'S BEEN Eeking OUT. AND, IN MOST INSTANCES, WE HAVE-- THERE
3 HAS BEEN EFFORT FROM ALL OF YOU TO TELL US THIS WAS "AN
4 ISOLATED INCIDENT" AND I KNOW I'VE HEARD THAT TIME AND TIME
5 AGAIN. AND I GUESS, IF IT WERE TRULY ISOLATED AND IF I TRULY
6 BELIEVED THAT, I COULD JUST LEAVE IT AT THAT BUT THAT I FIND
7 HARD TO BELIEVE. AND THEN WE MOVE ON AND WE HAVE THESE
8 INSPECTIONS THAT COME IN AND THEY'RE NOT DONE BY PH.D.-TYPE
9 FOLKS. IT'S MY UNDERSTANDING IT'S A DOC AND A COUPLE OF NURSES
10 WHO READ THE SAME REGULATIONS, WHO READ THE SAME RULES, WHO
11 HAVE BEEN IN THOSE KINDS OF SITUATIONS BEFORE THAT COME IN AND
12 DO THE INSPECTIONS, MORE THAN LIKELY THEY'RE TRAINED FOR
13 CERTAIN AREAS TO LOOK AT, BUT I THINK THEIR INTEREST IS TO
14 PURSUE AND DO AN INSPECTION FROM THE STANDPOINT OF-- TO SEE IF
15 THERE ARE BASIC STANDARDS OF CARE BEING MET. I TAKE IT THAT'S
16 WHAT'S GOING ON. I'M CERTAINLY NOT GOING TO PUT ANYTHING ELSE
17 INTO IT OTHER THAN THAT, WHAT IT IS. AND YET THE LAST REVIEW
18 THAT WE JUST SUBMITTED ON MONDAY TELLS US THAT IT'S NOT AN
19 ISOLATED INCIDENT, THAT THERE WERE MANY MORE INCIDENT OF THE
20 RECORDS THAT THEY PULLED, ENOUGH TO BE TROUBLING, AND THAT'S
21 WHAT CONCERNS ME. SO WE CAN GO THROUGH THEM BUT I DON'T THINK
22 IT WOULD BE FAIR TO THE PATIENTS THAT WENT THROUGH IT. IN
23 READING THEM, THEY WERE VERY, VERY TROUBLING. I MEAN, PEOPLE
24 LAYING IN PAIN, NOT GETTING ATTENTION, BEING SHUNTED, PEOPLE
25 GETTING UP AND LEAVING BECAUSE, YOU KNOW, THEY JUST DIDN'T GET



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 THE CARE. THAT IS VERY TROUBLESOME. SO MAYBE THEY DIDN'T FALL
2 ON THE FLOOR AND, YOU KNOW, SCRAMBLE IN PAIN OR WHATEVER IS
3 GOING ON BUT YET THERE WERE OTHER VERY TROUBLING SITUATIONS
4 THAT I READ IN THE SUBMISSION THAT WAS MADE ON MONDAY. SO I
5 NEED A BETTER SET OF ASSURANCES AND I REALLY HAVE TO RELY ON
6 HARBOR TO PROVIDE THAT AND SO THE QUESTIONS THAT I HAVE HAVE
7 RELATIONSHIP TO THAT. NOW, I DON'T KNOW HOW LONG, MS. GRIGSBY,
8 YOU HAVE BEEN THE INTERIM OF METROCARE? HOW LONG?

9

10 **SHARON GRIGSBY:** SINCE MARCH.

11

12 **SUP. MOLINA:** SINCE WHAT?

13

14 **SUP. YAROSLAVSKY, CHAIRMAN:** MARCH.

15

16 **SHARON GRIGSBY:** SINCE THE IMPLEMENTATION OF METROCARE FORMALLY
17 IN MARCH.

18

19 **SUP. MOLINA:** SO WHO WAS THE HEAD OF METROCARE BEFORE YOURSELF?

20

21 **SHARON GRIGSBY:** TECLA MICKOSEFF AS...

22

23 **SUP. MOLINA:** I'M SORRY?

24

25 **SHARON GRIGSBY:** TECLA MICKOSEFF AS THE C.E.O. AT HARBOR.



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1

2 **SUP. MOLINA:** ALL RIGHT. SO YOU WEREN'T INVOLVED IN THIS
3 INTERVIEWING PROCESS AT ALL?

4

5 **SHARON GRIGSBY:** THAT'S CORRECT.

6

7 **SUP. MOLINA:** AND SO-- AND YET THAT'S-- THE BIGGEST ISSUE HERE
8 SEEMS TO BE PERSONNEL VIOLATIONS. I MEAN, PEOPLE THAT AREN'T
9 DOING WHAT THEY'RE SUPPOSED TO BE DOING. THAT'S WHAT IT REALLY
10 COMES DOWN TO. EVEN THE PERSON WHO WAS SUPPOSED TO POST THE
11 SIGN IN THE EMERGENCY ROOM, THERE WAS SOMEBODY WHO WAS
12 RESPONSIBLE FOR DOING THAT DIDN'T DO IT. SUPERVISION OF
13 PHYSICIAN ASSISTANTS AND SO ON. NOW MR. MAROQUINN, YOU HAVE
14 BEEN INTERIM AT HARBOR FOR HOW LONG?

15

16 **MIGUEL ORTIZ-MAROQUINN:** SINCE ABOUT MARCH 1ST. NO, I'M SORRY.
17 SINCE THE C.E.O. AT HARBOR RETIRED, WHICH IS ABOUT FEBRUARY
18 THE TENTH.

19

20 **SUP. MOLINA:** OF THIS YEAR?

21

22 **MIGUEL ORTIZ-MAROQUINN:** OF THIS YEAR, YES.

23

24 **SUP. MOLINA:** YOU WEREN'T INVOLVED IN THE INTERVIEWS AS WELL
25 BACK IN SEPTEMBER?



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1

2 **MIGUEL ORTIZ-MAROQUINN:** YES, I WAS.

3

4 **SUP. MOLINA:** WHAT LEVEL DID YOU INTERVIEW?

5

6 **MIGUEL ORTIZ-MAROQUINN:** ACTUALLY, I INTERVIEWED ADMINISTRATIVE
7 LEVEL STAFF AT M.L.K. HARBOR.

8

9 **SUP. MOLINA:** YOU INTERVIEWED WHAT LEVEL?

10

11 **MIGUEL ORTIZ-MAROQUINN:** ADMINISTRATIVE LEVEL STAFF...

12

13 **SUP. MOLINA:** AND THAT MEANS WHAT?

14

15 **MIGUEL ORTIZ-MAROQUINN:** ASSISTANT ADMINISTRATORS. I ALSO
16 INTERVIEWED A NUMBER OF THE SERVICE DIRECTORS SUCH AS
17 RADIOLOGY MANAGER AND SO FORTH.

18

19 **SUP. MOLINA:** SO IF YOU READ AT HARBOR THAT-- AND I HAVE TO
20 READ FROM THE L.A. TIMES BECAUSE I DON'T HAVE THIS INFORMATION
21 ANYWHERE ELSE-- THAT TWO-THIRDS OF THE 388 REGISTERED NURSES
22 AT KING HARBOR STAFF, SHORTLY AFTER THE REFORM PLANNING,
23 INCLUDING AT LEAST TWO WITH PREVIOUS SUSPENSIONS, REMAINED ON
24 STAFF AT THE END OF THE LAST MONTH AND THAT 60 PERCENT OF THE
25 285 REGISTERED AND LICENSED VOCATION FAILED ONE OR MORE PARTS



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 OF THE BASIC CLINICAL COMPETENCY ASSESSMENTS, MORE THAN 1 IN
2 10 FAILED THREE OR MORE SECTIONS OF THE ASSESSMENT, WOULD THAT
3 BE THE SAME KIND OF EXPECTATION THAT WOULD BE GOING ON AT
4 HARBOR? NOT AT M.L.K. HARBOR BUT AT HARBOR? DO YOU THINK, IF
5 THAT SAME EFFORT WAS MADE TO TEST AND ASSESS THE NURSES AND
6 THE L.V.N.S AT HARBOR, THAT YOU WOULD HAVE THE SAME SET OF
7 OUTCOMES?

8

9 **MIGUEL ORTIZ-MAROQUINN:** WE CONDUCT THE SAME LEVEL OF
10 COMPETENCY ASSESSMENT AT HARBOR U.C.L.A. ON AN ANNUAL BASIS
11 AND...

12

13 **SUP. MOLINA:** DO YOU HAVE THE SAME SET OF OUTCOMES?

14

15 **SUP. YAROSLAVSKY, CHAIRMAN:** WHAT BASIS? I DIDN'T UNDERSTAND.
16 ON WHAT BASIS?

17

18 **MIGUEL ORTIZ-MAROQUINN:** ANNUAL. THIS IS PART OF THE COMPETENCY
19 ASSESSMENTS ORIENTATION OR REORIENTATION THAT WE DO...

20

21 **SUP. MOLINA:** SO WHAT ARE THE OUTCOMES AT HARBOR? THEY'RE NOT
22 60 PERCENT, AS THEY WERE AT M.L.K. HARBOR. THEY ARE WHAT AT
23 HARBOR?

24

25 **MIGUEL ORTIZ-MAROQUINN:** THEY ARE LESS THAN 5 PERCENT.



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1

2 **SUP. MOLINA:** LESS THAN 5 PERCENT?

3

4 **MIGUEL ORTIZ-MAROQUINN:** YES. SINCE WE DO THAT EVERY YEAR, OUR
5 STAFF ARE VERY USED TO THE TESTING PROCESS. AND, OVER TIME,
6 THEY BECOME VERY...

7

8 **SUP. MOLINA:** SO, AT HARBOR, IF YOU HAD 60 PERCENT WHO FAILED
9 CERTAIN SECTIONS OF BASIC COMPETENCY, WHAT WOULD HAPPEN AT
10 HARBOR?

11

12 **MIGUEL ORTIZ-MAROQUINN:** DEPENDING ON THE TYPE OF COMPETENCY,
13 THEY WOULD BE REMOVED FROM IMMEDIATE PATIENT CARE AS THEY
14 WOULD NOT BE CONSIDERED SAFE TO BE PROVIDING CARE.

15

16 **SUP. MOLINA:** THEN WHY IS THAT NOT THE SAME STANDARD THAT IS
17 FOLLOWED AT M.L.K. HARBOR?

18

19 **MIGUEL ORTIZ-MAROQUINN:** WELL, I CANNOT SPEAK TO THE STANDARDS
20 THAT WERE PRIOR TO THAT SETTING.

21

22 **SUP. MOLINA:** NO, NO, NO, I'M NOT TALKING ABOUT PRIOR. I'M
23 TALKING ABOUT NOW. WHY IS THAT NOT THE SAME STANDARD?

24



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **MIGUEL ORTIZ-MAROQUINN:** WELL, IT IS THE SAME STANDARD. IT'S
2 JUST AN ISSUE OF WHERE THE COMPLIANCE LEVEL POLLS AFTER THE
3 COMPETENCY.

4

5 **SUP. MOLINA:** THEN MAYBE I'M NOT EXPLAINING MYSELF CORRECTLY.
6 IF, IN FACT, HARBOR HAD 60 PERCENT OF THE NURSES WHO WERE NOT
7 MEETING THE BASIC COMPETENCY TEST, YOU SAID THEY WOULD BE
8 DISMISSED BECAUSE THEY AREN'T MEETING THE STANDARD OF CARE, OR
9 THEY WOULD BE REMOVED FROM THE PATIENT CARE. WHY IS THAT NOT
10 THE SAME STANDARD AT MARTIN LUTHER KING HARBOR?

11

12 **MIGUEL ORTIZ-MAROQUINN:** ACTUALLY, IT IS THE SAME STANDARD.

13

14 **SUP. MOLINA:** IT IS THE SAME STANDARD TODAY?

15

16 **MIGUEL ORTIZ-MAROQUINN:** YES. IN THE SENSE THAT MANY OF THE
17 NURSES WHO WERE UNABLE TO PASS SOME OF THE VERY CRITICAL
18 COMPETENCY TESTINGS WERE REMOVED FROM PATIENT CARE.

19

20 **SUP. MOLINA:** HOW MANY WERE REMOVED?

21

22 **MIGUEL ORTIZ-MAROQUINN:** AND THEN THEY WERE REMEDIATED.

23

24 **SUP. MOLINA:** HOW MANY WERE REMOVED? IF I LOOKED AT THE NUMBER,
25 60 PERCENT OF 285, IT'S A MIGHTY BIG NUMBER.



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1

2 **SHARON GRIGSBY:** I THINK IT'S ALSO IMPORTANT TO REMEMBER THAT
3 THOSE NUMBERS ARE ON THE FIRST PASS, THAT STAFF WERE OFFERED
4 REMEDIATION AS THEY WOULD BE AT HARBOR.

5

6 **SUP. MOLINA:** I KNOW BUT I'M ASKING ABOUT WHAT HAPPENED IN THE
7 PROCESS. I ASKED THE QUESTION WHAT WOULD HAPPEN AT HARBOR? HE
8 SAID, THEY WOULD BE REMOVED OUT OF PATIENT CARE. IS THAT THE
9 SAME STANDARD THAT WE FOLLOWED AT MARTIN LUTHER KING HARBOR
10 HOSPITAL?

11

12 **MIGUEL ORTIZ-MAROQUINN:** YES, THAT WAS THE EXPECTATION.

13

14 **SUP. MOLINA:** SO WE REMOVED 60 PERCENT OF THE 285 NURSES OUT OF
15 PATIENT CARE?

16

17 **MIGUEL ORTIZ-MAROQUINN:** WHAT ACTUALLY HAPPENED IS THAT, AS
18 INDIVIDUALS WENT THROUGH THE COMPETENCY TESTING, IF SOMEBODY
19 WOULD NOT PASS THE COMPETENCY, THEY WOULD BE IMMEDIATELY SENT
20 TO RETRAINING SO THEY WOULD COME BACK AND WE WOULD MAKE SURE
21 THAT THEY WOULD PASS THE COMPETENCY TESTING AS SOON AS
22 POSSIBLE SO THAT WE WOULD MINIMIZE THE NUMBER OF STAFF THAT
23 WOULD NOT BE AVAILABLE FOR CARE.

24



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **SUP. MOLINA:** OKAY, BUT QUICK MATH. AND WHAT IS 60 PERCENT OF
2 285? SOMEBODY HELP ME. IT'S WELL OVER-- 180. SO 180 OF THESE
3 NURSES WERE REMOVED FROM PATIENT CARE?

4

5 **SHARON GRIGSBY:** NO, THAT'S-- I DON'T THINK THAT'S CORRECT.
6 ANTOINETTE, DID YOU PREFER TO SPEAK TO THAT?

7

8 **SUP. MOLINA:** I'M JUST TAKING YOUR OWN NUMBERS. I'M TAKING YOUR
9 OWN ANSWERS AND I'M APPLYING THEM. SO WHAT IS INCORRECT ABOUT
10 WHAT I'M DOING?

11

12 **SHARON GRIGSBY:** THE PROCESS ENTAILS THE TESTING AND
13 REMEDIATION.

14

15 **SUP. MOLINA:** NO, I UNDERSTAND. BUT THEN THAT'S NOT THE SAME
16 STANDARD AT HARBOR. IF A NURSE DOES NOT PASS, AND THIS IS THE
17 QUESTION I ASKED, THEY GET REMOVED OUT OF PATIENT CARE; IS
18 THAT CORRECT?

19

20 **SHARON GRIGSBY:** THEY GET OFFERED REMEDIATION, THE TRAINING AND
21 REMEDIATION, AND IF THEY CAN'T PASS IT...

22

23 **SUP. MOLINA:** TRY ONE MORE TIME.

24

25 **SHARON GRIGSBY:** ...IF THEY CAN'T PASS IT...



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1

2 **SUP. MOLINA:** I KNOW BUT I MEAN...

3

4 **SHARON GRIGSBY:** ...THEN THEY'RE REMOVED.

5

6 **SUP. MOLINA:** DO THEY GET REMOVED FROM PATIENT CARE?

7

8 **SHARON GRIGSBY:** AS MIGUEL HAS SAID, THEY ARE TAKEN OUT OF THAT
9 PART THAT THEY CANNOT PASS SO THERE MAY BE...

10

11 **SUP. MOLINA:** THANK YOU. ALL RIGHT. AND THEN THEY ARE TESTED,
12 REMEDIATED AND TESTED AGAIN. BUT THEY ARE NOT TAKING CARE OF
13 PATIENTS, CORRECT?

14

15 **SHARON GRIGSBY:** IN THE SKILL THAT THEY ARE NOT ASSESSED AS
16 CAPABLE AT, THEY ARE NOT DOING THAT SKILL WITH PATIENTS UNTIL
17 THEY CAN PASS THE TEST.

18

19 **SUP. MOLINA:** ALL RIGHT. SO THAT'S THE SAME STANDARD THAT WAS
20 PLACED ON MARTIN LUTHER KING HARBOR, CORRECT? SO THAT MEANS
21 THAT 180 PLUS OF THESE NURSES WERE TAKEN OUT OF PATIENT
22 CARE...

23



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **SHARON GRIGSBY:** NO, YOU'RE SKIPPING THOSE MIDDLE STEPS OF
2 REMEDIATION. THAT'S NOT A FINAL NUMBER. THOSE WERE PEOPLE THAT
3 FAILED SOME PART OF THE TEST THE FIRST GO AROUND.

4

5 **SUP. MOLINA:** ALL RIGHT. SO LET'S SAY THEY FAILED FILLING OUT A
6 CHART, OKAY? LET'S SAY THAT. SO THAT MEANS THEY DON'T GET TO
7 FILL OUT CHARTS BUT THEY GET TO GO TAKE TEMPERATURES AND
8 THAT'S WHAT THEY DO, IS THAT WHAT HAPPENED?

9

10 **SHARON GRIGSBY:** THAT WOULD BE AN EXAMPLE.

11

12 **SUP. MOLINA:** BUT IS THAT WHAT HAPPENED?

13

14 **SHARON GRIGSBY:** THAT THEY WERE REMOVED FROM THAT ASPECT OF
15 THEIR CARE, YES. THEY GOT LETTERS TO THAT EFFECT BASED ON
16 THEIR TESTING.

17

18 **SUP. MOLINA:** IF, IN FACT, HARBOR HAD 60 PERCENT FAILURE OF ANY
19 PART OF IT, HOW LONG WOULD IT TAKE AND WHAT EFFORT WOULD IT
20 TAKE-- AT HARBOR, NOT AT MARTIN LUTHER KING-- TO REMOVE THAT
21 MANY NURSES, GET THEM REMEDIATED AND PUT THEM BACK INTO
22 PATIENT CARE, HOW LONG WOULD IT TAKE? 60 PERCENT.

23

24 **MIGUEL ORTIZ-MAROQUINN:** 60 PERCENT, THAT WOULD REQUIRE A
25 SIGNIFICANT EFFORT TO REMOVE.



The Meeting Transcript of
The Los Angeles County Board of Supervisors

1

2 **SUP. MOLINA:** WHAT IS SIGNIFICANT?

3

4 **MIGUEL ORTIZ-MAROQUINN:** WELL, IT'S A MAJOR. YOU CAN'T REMOVE
5 60 PERCENT...

6

7 **SUP. MOLINA:** WHAT IS A MAJOR EFFORT?

8

9 **MIGUEL ORTIZ-MAROQUINN:** TO REMOVE 60 PERCENT OF YOUR NURSES
10 FROM SERVICE IF THE SCENARIO IS THAT THEY WILL NOT PASS ANY OF
11 THE CRITICAL COMPETENCY, YOU WOULD-- SIMPLY COULD NOT OPERATE.

12

13 **SUP. MOLINA:** SEE, THAT'S THE ISSUE THAT I HAVE HERE. I DON'T
14 THINK THAT WE'RE TREATING-- WE'RE UTILIZING THE SAME STANDARD
15 OF CARE. NOW, I'M CONCLUDING THAT FROM THE VERY INFORMATION
16 THAT YOU GAVE ME AND IT IS BASED UPON THE FACT THAT, IF 60
17 PERCENT OF HARBOR NURSES WERE NOT ABLE TO PASS ANY LEVEL OF
18 COMPETENCY, THEY WOULD BE REMOVED, HAVE TO BE REMEDIATED,
19 RETRAINED AND PUT BACK INTO SERVICE. IT WOULD DESTROY THE
20 QUALITY OF CARE AT HARBOR HOSPITAL. THAT SHOULD BE THE SAME
21 STANDARD THAT IS APPLIED. NOW, YOU'RE GOING TO TELL ME THAT IT
22 IS. BUT SOMEHOW, IF IT WOULDN'T WORK AT HARBOR, WHY DOES IT
23 WORK AT M.L.K.?

24



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **ANTOINETTE SMITH-EPPS:** THE WAY THAT YOU'VE POSED THE QUESTION
2 MAKES IT VERY DIFFICULT TO ANSWER IT.

3

4 **SUP. MOLINA:** IT'S THE ONLY WAY I KNOW HOW TO POSE IT. I TOOK
5 YOUR INFORMATION, SPUN IT AROUND AND GAVE IT BACK TO YOU.

6

7 **ANTOINETTE SMITH-EPPS:** THERE IS A PROCESS WHEN THE ASSESSMENTS
8 ARE DONE. FOR THAT PROCESS, THERE IS A DETERMINATION MADE
9 THAT, IF SOMEONE CHALLENGES ONE OF THE COMPETENCIES AND DOES
10 NOT PASS IT, THEY ARE IMMEDIATELY REMEDIATED.

11

12 **SUP. MOLINA:** I KNOW. BUT YOU CAN BE IMMEDIATELY REMEDIATED IN
13 AN HOUR AND A HALF, IN 15 MINUTES OR IN 15 DAYS.

14

15 **ANTOINETTE SMITH-EPPS:** CORRECT.

16

17 **SUP. YAROSLAVSKY, CHAIRMAN:** ANSWER THIS QUESTION...

18

19 **SUP. MOLINA:** BUT IT'S 60 PERCENT. I'M SORRY?

20

21 **SUP. YAROSLAVSKY, CHAIRMAN:** NO, NO, I JUST WANT HER TO ANSWER
22 BECAUSE 15 MINUTES ARE UP. I WANT TO MOVE...

23

24 **ANTOINETTE SMITH-EPPS:** THAT'S CORRECT. AND WHAT SEEMS TO BE
25 MISSING FROM THE EQUATION IS THAT MANY OF THOSE INDIVIDUALS



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 WHO PASSED A PORTION OF THE COMPETENCY ASSESSMENT ON THE FIRST
2 GO ROUND WERE IMMEDIATELY, WITHIN, YOU KNOW, AN HOUR, 30
3 MINUTES, WERE IMMEDIATELY REMEDIATED ON THAT PARTICULAR
4 COMPETENCY AND PASSED THAT COMPETENCY BEFORE THEY LEFT THE
5 COMPETENCY STATIONS. SO THERE WAS NEVER A NEED TO PULL 60
6 PERCENT OF ALL OF THE NURSING STAFF OFF OF SERVICE. WHEN WE
7 FINISHED ALL OF THE COMPETENCIES, THERE WERE INDIVIDUALS WHO
8 WERE NOT ABLE TO PASS EVEN AFTER REMEDIATION. THOSE
9 INDIVIDUALS WERE REMOVED FROM SERVICE UNTIL A PERIOD OF TIME
10 ELAPSED AND THEY WERE ABLE TO DEMONSTRATE COMPETENCY. AND, IN
11 A COUPLE OF OCCASIONS, THEY WERE NOT ABLE TO DEMONSTRATE A
12 COMPETENCY AND SO THEY WERE PUT INTO THE PERFORMANCE
13 MANAGEMENT SYSTEM.

14

15 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY, SUPERVISOR?

16

17 **SUP. MOLINA:** MY TIME IS UP?

18

19 **SUP. YAROSLAVSKY, CHAIRMAN:** YES.

20

21 **SUP. MOLINA:** OH, WELL, I'LL COME BACK.

22

23 **SUP. YAROSLAVSKY, CHAIRMAN:** YOU WILL. WE'LL GUARANTEE YOU
24 THAT. I WANT TO ASK YOU, ON A FLIP SIDE OF THE SAME COIN THAT
25 SUPERVISOR MOLINA WAS JUST ASKING, SHE WAS FOCUSING ON THE



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 COMPETENCY TESTING OF THE NURSES. I WANT TO FOCUS ON THE
2 2567S, THE INSPECTIONS THAT WERE DONE BY THE STATE HEALTH
3 DEPARTMENT AT THE REQUEST OF OR DIRECTION OF C.M.S. I READ THE
4 FIRST ONE THAT WE GOT LAST WEEK AND I WAS VERY BOTHERED BY IT.
5 I READ THE SECOND ONE, WHICH I RECEIVED LATE FRIDAY OR
6 SATURDAY, AND I WAS JUST BLOWN AWAY. I WANT TO FOCUS ON THE
7 STATISTIC AND YOU TELL ME WHETHER THIS IS SIGNIFICANT OR NOT.
8 MS. GRIGSBY SAID THAT THERE HAD BEEN THOUSANDS OF PATIENTS
9 TREATED DURING THIS PERIOD OF TIME, DURING THIS METROCARE
10 PERIOD OF TIME, AND TWO FAILURES. I THINK THE CORRECT
11 STATEMENT IS TWO FAILURES THAT WE HAVE BEEN INFORMED ABOUT. I
12 DON'T KNOW HOW MANY FAILURES AND I'M NOT SURE ANY OF US KNOW
13 ALL THE FAILURES. BUT WHEN THEY WENT IN AND DID THEIR
14 INSPECTION, THEY PULLED THE FILES, THEY PULLED 60 FILES IN
15 THIS LAST CASE, THE ONE THAT WAS RELEASED AT 9:30 LAST NIGHT,
16 CORRECT? YOUR RESPONSE TO WHICH WAS RELEASED AT 9:30 LAST
17 NIGHT?

18

19 **DR. BRUCE CHERNOF:** CORRECT.

20

21 **SUP. YAROSLAVSKY, CHAIRMAN:** THEY PULLED 60 FILES, 17 OF THEM,
22 OR APPROXIMATELY 28 PERCENT, WERE PROBLEMATIC; IS THAT A FAIR
23 STATEMENT?

24

25 **DR. BRUCE CHERNOF:** THAT'S CORRECT. THAT WAS THEIR ESTIMATE.



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1

2 **SUP. YAROSLAVSKY, CHAIRMAN:** THAT WAS THEIR ESTIMATE?

3

4 **DR. BRUCE CHERNOF:** YES, THAT'S CORRECT.

5

6 **SUP. YAROSLAVSKY, CHAIRMAN:** WHEN THEY PULLED THE 60 FILES, DID
7 THEY PULL THEM-- THEY OBVIOUSLY PULLED THE CASE THEY WERE
8 INTERESTED IN, I ASSUME, AND THEN THEY PULLED 59 OTHERS AT
9 RANDOM OVER A PERIOD OF TIME?

10

11 **ANTOINETTE SMITH-EPPS:** I WOULDN'T SAY THEY WERE AT RANDOM.
12 THEY WERE DOING AN INSPECTION BASED ON E.M.T.A.L.A. SO THEY
13 WERE LOOKING AT CERTAIN ASPECTS OF CARE, TIMELINESS OF THINGS
14 LIKE TRIAGE. THEY WERE LOOKING AT TRANSFER. SO IT APPEARS THAT
15 THEY WERE LOOKING FOR CERTAIN TYPES OF CHARTS AND THEY
16 REQUESTED...

17

18 **SUP. YAROSLAVSKY, CHAIRMAN:** WITHIN THE CERTAIN TYPES OF CARE
19 THAT THEY WERE INTERESTED IN, THE FILES THEY PULLED WERE
20 RANDOM?

21

22 **ANTOINETTE SMITH-EPPS:** YES, AS BEST I CAN DETERMINE.

23

24 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY. SO SOMEWHERE BETWEEN 1 OUT
25 OF 3 AND 1 OUT OF 4 FILES THEY PULLED WERE PROBLEMATIC. NOW,



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 DR. CHERNOF, MS. EPPS, ANY OF YOU, WHOEVER WANTS TO ANSWER IT,
2 I THINK THE ANSWER IS SELF-EVIDENT, THERE'S A REASON THEY
3 ASKED-- THEY GO THROUGH THESE FILES AND THERE'S A REASON FOR
4 THE REGULATIONS THAT ARE ASSOCIATED WITH THESE FUNCTIONS,
5 CORRECT? THE REASON IS TO MAXIMIZE PATIENT SAFETY AND PATIENT
6 CARE, CORRECT?

7

8 **ANTOINETTE SMITH-EPPS:** THAT IS CORRECT.

9

10 **SUP. YAROSLAVSKY, CHAIRMAN:** SO WHEN 1 OUT OF 3 OR 1 OUT OF 4
11 PATIENTS-- PATIENT FILES SHOW UP AT RANDOM WITHIN THIS AREA AS
12 PROBLEMATIC, IS THAT AN ALARMING-- SHOULD I BE ALARMED AT THAT
13 FIGURE?

14

15 **ANTOINETTE SMITH-EPPS:** I WOULD BE. I AM GREATLY CONCERNED
16 ABOUT THE LACK OF DOCUMENTATION IN THE PATIENT FILES THAT LED
17 TO THESE CITATIONS FROM C.M.S.

18

19 **SUP. YAROSLAVSKY, CHAIRMAN:** THE LACK OF DOCUMENTATION IS NOT
20 JUST AN ADMINISTRATIVE SCREW-UP.

21

22 **ANTOINETTE SMITH-EPPS:** OH, NO, IT'S NOT.

23

24 **SUP. YAROSLAVSKY, CHAIRMAN:** BECAUSE A LACK OF DOCUMENTATION
25 MAY LEAD TO IMPROPER CARE OR TO NO CARE AT ALL, CORRECT?



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1

2 **ANTOINETTE SMITH-EPPS:** IT IS POSSIBLE, YES.

3

4 **SUP. YAROSLAVSKY, CHAIRMAN:** PART OF THE RODRIGUEZ CASE MAY
5 INVOLVE, MAY INVOLVE A LACK OF PROPER DOCUMENTATION EARLY ON
6 IN THE PROCESS, IS THAT CORRECT?

7

8 **ANTOINETTE SMITH-EPPS:** CORRECT. ABSOLUTELY CORRECT.

9

10 **SUP. YAROSLAVSKY, CHAIRMAN:** AND SHE ENDED UP DYING.

11

12 **ANTOINETTE SMITH-EPPS:** ABSOLUTELY CORRECT.

13

14 **SUP. YAROSLAVSKY, CHAIRMAN:** THE PONCE CASE, THERE MAY BE A
15 DOCUMENTATION ISSUE THERE. I DON'T KNOW THAT THERE IS BUT
16 THERE VERY WELL MAY BE THAT LED TO OR CONTRIBUTED TO THE
17 SITUATION THAT HE WAS INVOLVED IN AND THERE MAY BE OTHERS. SO,
18 WHEN 1 OUT OF-- LET ME PUT IT THIS WAY, WHEN YOU OR I WALK
19 INTO AN EMERGENCY ROOM, IF THERE WAS A SIGN IN THE EMERGENCY
20 ROOM THAT SAYS, "BEWARE, YOU HAVE A 1 IN 3 CHANCE OF NOT
21 MAKING IT" OR "A 1 IN 3 CHANCE THAT OUR PERSONNEL ARE GOING TO
22 SCREW UP ON YOU", YOU'D GO TO ANOTHER EMERGENCY ROOM, WOULDN'T
23 YOU? SO WOULD I.

24

25 **ANTOINETTE SMITH-EPPS:** I WOULD THINK SO.



The Meeting Transcript of
The Los Angeles County Board of Supervisors

1

2 **SUP. YAROSLAVSKY, CHAIRMAN:** YOU DON'T HAVE TO ANSWER THAT. YOU

3 DON'T HAVE TO ANSWER THAT. IT'S A RHETORICAL QUESTION. BUT

4 WHEN I READ THE REPORT FROM THE INSPECTOR, THAT WAS THE

5 REACTION I HAD. I'M NOT A DOCTOR. I DON'T KNOW VERY MUCH ABOUT

6 MEDICINE EXCEPT TO KNOW TO SECOND GUESS DOCTORS ALL THE TIME

7 AND CERTAINLY KNOW THAT, NO MATTER WHAT HOSPITAL I'M IN,

8 BEWARE. BUT THE ONE THING THAT CAME ACROSS TO ME LOUD AND

9 CLEAR IS 17 OUT OF 60. 17 OUT OF 60, AT RANDOM, WITHIN THIS

10 AREA WERE PROBLEMATIC AND I THINK SERIOUSLY PROBLEMATIC. WE

11 DON'T HAVE TO READ THEM. THEY'RE A MATTER OF PUBLIC RECORD

12 NOW. THAT SOME OF THEM WERE REALLY-- THAT EVEN A LAYMAN COULD

13 UNDERSTAND THEY WERE PROBLEMATIC. YESTERDAY, I ASKED YOU THE

14 QUESTION, DR. CHERNOF, ABOUT THE PEOPLE WHO CAME FROM HARBOR

15 TO M.L.K. TO TRAIN M.L.K. PERSONNEL. AND I ASKED YOU WHAT KIND

16 OF FEEDBACK YOU GOT FROM THOSE HARBOR PERSONNEL WHEN THEY WERE

17 COMING BACK, WHAT KIND OF FEEDBACK WERE YOU GETTING ABOUT WHAT

18 THEY WERE SEEING AT M.L.K. AND YOUR RESPONSE WAS, I'M

19 PARAPHRASING, WAS THAT THEY WERE SURPRISED AT HOW MUCH

20 TRAINING WAS NECESSARY. SO, WHEN YOU TELL ME THAT YOU WERE

21 SURPRISED AT HOW MUCH TRAINING WAS NECESSARY, THE FEDERAL

22 AUTHORITIES-- THE STATE AUTHORITIES, AT THE DIRECTION OF THE

23 FEDERAL GOVERNMENT, COMES IN AND GETS 17 OUT OF 60 PROBLEMATIC

24 FILES, MS. MOLINA'S QUESTION ABOUT THE PERCENTAGE OF PERSONNEL

25 THAT DIDN'T PASS THE TEST, IT ALL LEADS ME TO THE FOLLOWING



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 QUESTION-- AND I KNOW THIS IS A DIFFICULT THING TO DISCUSS
2 JUST WEEKS BEFORE THE FEDERAL AUTHORITIES COME IN FOR THEIR
3 BIG INSPECTION. BUT CAN YOU TELL ME WHY I, AS A MEMBER OF THE
4 GOVERNING BODY OF THIS BOARD AND OF THIS MEDICAL SYSTEM, AS
5 ALL FIVE OF US ARE, WHY I SHOULD HAVE ANY LEVEL OF CONFIDENCE
6 THAT WE'RE GOING TO PASS THIS? WHERE SHOULD I LOOK FOR
7 POSITIVE REINFORCEMENT FROM YOU? WHAT FACTS SUGGEST THAT WE
8 HAVE MADE A LOT OF PROGRESS, SUFFICIENT PROGRESS THAT WE WILL
9 SURVIVE AND PASS A C.M.S. INSPECTION SOMETIME AFTER JULY 9TH?
10 IT'S THE SAME PEOPLE OR IS IT THE SAME PEOPLE WHO ARE GOING TO
11 BE IN HERE DOING THAT AS DID THIS 2567? THE SAME TYPES OF
12 PEOPLE, CORRECT?

13

14 **DR. BRUCE CHERNOF:** THAT'S CORRECT.

15

16 **SUP. YAROSLAVSKY, CHAIRMAN:** COULD YOU JUST TELL ME AND TELL
17 THE PEOPLE OF THE COUNTY WHY WE SHOULD NOT-- WHY WE SHOULD
18 EXPECT A POSITIVE RESULT?

19

20 **DR. BRUCE CHERNOF:** WELL, SUPERVISOR, I'LL START AND I'LL LET
21 ANYBODY ELSE AT THE TABLE HELP WITH THIS RESPONSE BECAUSE I
22 THINK IT'S A FAIR QUESTION. LET ME START BY SAYING, ONE OF THE
23 THINGS THAT MAKES THE METRO CARE PLAN DIFFERENT THAN EVERY
24 OTHER EFFORT THAT YOU, YOUR BOARD HAS MADE, LONG PRECEDING ME
25 OR LONG PRECEDING THIS LEADERSHIP TEAM, IS TO ACTUALLY GO IN



The Meeting Transcript of
The Los Angeles County Board of Supervisors

1 AND DO WHAT YOU'VE JUST HEARD DESCRIBED. THERE IS NO OTHER
2 HOSPITAL IN THE UNITED STATES THAT STARTS FROM THE GROUND UP
3 AND INTERVIEWS EACH EMPLOYEE AND THEN ACTUALLY GOES BACK AND
4 DOES COMPETENCY TESTING FROM THE GROUND UP OF EVERY SINGLE
5 EMPLOYEE AT THE SAME TIME AS IF THEY WERE JUST GRADUATING FROM
6 THEIR RELATIVE TRAINING, THEIR TRAINING PROGRAMS. AND I DO
7 THINK THAT STAFF AT HARBOR WERE SURPRISED BECAUSE THEY HAVE
8 COMPETENCY TRAINING. THEY USE THIS COMPETENCY TRAINING EVERY
9 YEAR ON AN ONGOING BASIS FOR ALL THEIR STAFF. WE HAVE BEEN
10 THROUGH A PERIOD OF CONTINUOUS CHANGE, OF CONTINUOUS OUTSIDE
11 CONSULTANTS, PEOPLE WHO COME IN AND ADVISE AND TRAIN TO A
12 DOCUMENT AND THEN LOOK FOR SOMEBODY TO REPEAT BACK THAT
13 INFORMATION. BUT TO TAKE THE TIME TO IDENTIFY THE SKILLS THAT
14 ARE CRITICAL TO SUCCESSFULLY RUNNING A HOSPITAL, 40 PERCENT OF
15 THE FOLKS-- I'M SORRY, 60 PERCENT OF THE FOLKS PASSED ON THE
16 FIRST GO. THE REMAINDER NEEDED SOME FORM OF REMEDIATION. THAT
17 REMEDIATION WAS NOT TALKING ABOUT IT BUT ACTUALLY HAVING
18 SOMEBODY BE TRAINED, DEMONSTRATE, DO IT OVER AND OVER AGAIN
19 UNTIL THEY CAN DEMONSTRATE IT AND THEN GO BACK AND BE
20 RETESTED. THIS IS ABOUT ASSURING THAT EVERY PERSON HAS NOT
21 JUST THE KNOWLEDGE SKILLS BUT THE HANDS-ON SKILLS TO DO THE
22 WORK.

23

24 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY, BUT, BRUCE, BUT HERE, I
25 UNDERSTAND, BUT HERE'S-- SUPPOSE I ACCEPT EVERYTHING YOU'RE



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 SAYING, TAKE IT AS THE GOSPEL. THEY CAME IN JUST NOW. THEY
2 PULLED THE FILES ON THE PONCE CASE AND ON 60 OTHER CASES OR 59
3 OTHER CASES AROUND THE SAME TIME FRAME IN THE SAME AREA AND 28
4 PERCENT OF THEM CAME UP PROBLEMATIC. 28 PERCENT. FORGET THE
5 TEST FOR A SECOND. FORGET THE ISSUE OF THE TESTING AND THE
6 COMPETENCY AND THE 40 PERCENT THAT PASSED IN THE SECOND GO
7 AROUND AND ALL THAT. FAST FORWARD TO THE LAST MONTH. I GOT TO
8 TELL YOU-- NO, I'M NOT GOING TO SAY IT, I'M VERY, VERY
9 TROUBLED. AND, BRUCE, I KNOW YOU HAVE, AND ANTOINETTE, I KNOW
10 YOU HAVE AND THE OTHERS HAVE TRIED TO DO AS BEST YOU COULD
11 UNDER VERY DIFFICULT CIRCUMSTANCES. AND I'M NOT THE KIND WHO
12 IS GOING TO SIT HERE AND SECOND GUESS YOU BUT THERE'S A
13 CREDIBILITY GAP NOW FOR ME AND I THINK YOU CAN UNDERSTAND
14 THAT. AND I MAY BE SAYING SOMETHING THAT MAYBE EVEN YOU FEEL
15 AND YOU CAN'T SAY BUT I'M GOING TO SAY IT. THAT, AFTER ALL
16 THIS TIME-- AND WE ALL WENT INTO THIS WITH OPEN EYES. WE KNEW
17 WHAT WE WERE DOING. WE KNEW THE RISKS ASSOCIATED WITH TRYING
18 TO FIX THIS HOSPITAL WHILE KEEPING IT OPEN. WE DID NOT WANT TO
19 CLOSE IT BECAUSE OF THE TENS OF THOUSANDS OF PEOPLE WHO RELY
20 ON IT EVERY YEAR. WE MADE THAT DECISION WITH OPEN EYES. BUT
21 PART OF THAT COMPACT WAS THAT WE WERE HOPING WE'D SEE
22 IMPROVEMENT AND MAYBE THERE HAS BEEN IMPROVEMENT. WE JUST
23 HAVEN'T-- YOU HAVEN'T BEEN ABLE TO YET QUANTIFY IT FOR US AND
24 THE ONLY INDEPENDENT REGULATORS OR INDEPENDENT MINDS WHO HAVE
25 COME IN TO LOOK AT OUR FACILITY FROM STATE D.H.S. HAVE NOT



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 REASSURED US IN THIS REGARD. AND, IN JULY, IF WE GET TO JULY,
2 WHEN C.M.S. COMES IN, D.H.S. COMES IN WITH THEIR INSPECTION,
3 WE'LL SEE WHETHER OUR OPTIMISM OR OUR JUDGMENT WAS WELL
4 FOUNDED. BUT I'M LOSING HOPE AND I SAY THAT WITH GREAT
5 RETICENCE AND GREAT PERSONAL DISAPPOINTMENT THAT, AFTER ALL
6 THIS, THIS IS WHERE WE ARE. AND I'M NOT EVEN-- AND WE ALL HAVE
7 HAD DISCUSSIONS AND WE'VE ALL SEEN DOCUMENTATION, THERE'S A
8 LOT OF STUFF FLOATING AROUND. THE BOTTOM LINE IS, WE ARE NOT
9 OPERATING A HOSPITAL AT KING AT THE SAME LEVEL AS WE ARE
10 OPERATING OUR OTHER FOUR HOSPITALS. THIS IS A PROBLEM. AND THE
11 PEOPLE WHO ARE SERVED IN THAT COMMUNITY BY THIS HOSPITAL
12 DESERVE STANDARD CARE, NOT SUBSTANDARD CARE, DESERVE THE SAME
13 QUALITY OF CARE THAT EVERYBODY ELSE GETS. I KNOW YOU FEEL THE
14 SAME WAY. THE OPTIMISM THAT I ACCUSED YOU OF HAVING YESTERDAY
15 IS NOT BORNE OUT BY THE INDEPENDENT FACTS. AND, LIKE
16 SUPERVISOR MOLINA, I THINK SHE SAID IT WELL, I WANT TO BE
17 REASSURED AND I HAVE BEEN ANYTHING BUT IN THE LAST FEW WEEKS.
18 NOW, INTERESTING ENOUGH, MY TIME'S GOING TO BE UP, BUT FOR THE
19 RODRIGUEZ CASE AND THE PONCE CASE, WE WOULDN'T BE HAVING THIS
20 DISCUSSION RIGHT NOW BECAUSE ALL OF THE INFORMATION THAT WAS
21 COMING OUR WAY WAS EVERYTHING IS MOVING, PROGRESS, PROGNOSIS
22 WAS GOOD. THE MORE TIME WE HAVE, THE BETTER WE'RE GOING TO DO,
23 STOOD TO REASON AND-- AS WE WERE APPROACHING THE FATEFUL JULY
24 DATE. AND THEN THE PONCE AND MRS. RODRIGUEZ CASE HAPPENED AND
25 IT BLEW THE LID, THE INFORMATIONAL LID, OFF OF WHAT'S REALLY



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 GOING ON. AND IT DID NOT COMPORT WITH WHAT WE WERE BEING TOLD.
2 MAYBE WHAT YOU WERE BEING TOLD, I DON'T KNOW, AND INFORMATION
3 IS VERY IMPORTANT. QUALITY INFORMATION IS VERY IMPORTANT FOR
4 US TO MAKE QUALITY DECISIONS. GARBAGE IN, GARBAGE OUT. GOOD
5 QUALITY INFORMATION IN WILL MAKE GOOD QUALITY DECISIONS GOING
6 FORWARD. WE NEED TO BE THOROUGHLY INFORMED. SUPERVISOR
7 ANTONOVICH?

8

9 **SUP. ANTONOVICH:** THE PROBLEM THAT WE'VE HAD, WE SPENT \$18
10 MILLION FOR NAVIGANT, DO WE GET A REFUND? WE'VE BEEN LED AND
11 TOLD THAT WE'RE ON THE ROAD TO RECOVERY. NOW WE FIND OUT IT
12 WAS A CUL-DE-SAC. WE WERE TOLD THAT WE WERE GETTING RID OF THE
13 INCOMPETENCE AND WE HAD 250 SOME PEOPLE FIRED OR HAD RESIGNED.
14 NOW WE FIND OUT PERHAPS THAT'S ONLY A DROP IN THE BUCKET. AND
15 THE CONTINUED PROBLEMS THAT OCCUR, IT SEEMS AS IF WE DON'T
16 NEED TO WAIT FOR C.M.S. TO TELL US THAT WE HAVE A PROBLEM. WE
17 HAVE A PROBLEM AND WE NEED TO ADDRESS THAT PROBLEM. AND MOVING
18 FORWARD IN A PUBLIC/PRIVATE PARTNERSHIP WITH ANOTHER HEALTH
19 FACILITY COULD BRING QUALITY OF CARE AT A QUICKER RATE, A
20 QUICKER PACE THAN THE STATUS QUO HAS BEEN ABLE TO DELIVER. AND
21 WHILE WE FIND THAT IT'S AN OPPORTUNITY FOR US TO IMPROVE OUR
22 SERVICES, WHAT WE'RE TALKING ABOUT IS USING OUR PATIENTS AS
23 GUINEA PIGS AS KIND OF A ON-THE-JOB TRAINING PATIENTS WHEN
24 THEY REALLY NEED THE PERSONAL COMPETENT TRAINING OF THE
25 INDIVIDUALS TREATING THEM TO GET BACK ON THE ROAD TO HEALTH.



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 AND ONE QUESTION IS, WHY IS THE CHIEF NURSING OFFICER NOT HERE
2 TODAY TO ALSO DISCUSS THIS ISSUE

3

4 **DR. BRUCE CHERNOF:** GIVEN, SUPERVISOR, THE AMOUNT OF WORK
5 THAT'S GOING ON AT THE HOSPITAL RIGHT NOW, BOTH HOSPITALS, AND
6 GIVEN THAT BOTH MIGUEL AND SHARON ARE IN A POSITION TO ANSWER
7 THE QUESTIONS OF YOUR BOARD, I BROUGHT THEM FORWARD WITH THAT
8 IN MIND SO THAT THE FOLKS WHO WERE DOING THE WORK CAN CONTINUE
9 TO DO THE WORK TO PREPARE FOR SURVEY.

10

11 **SUP. ANTONOVICH:** THE TWO CASES THAT CAME TO ATTENTION
12 BASICALLY WERE A RESULT OF MEDIA. AND I DON'T KNOW IF WE
13 RELEASED THE TAPE YET OF THE MS. RODRIGUEZ CASE, WHICH YOU
14 OUGHT TO RELEASE BECAUSE IT'S GOING TO BE INFORMATION AND
15 EVERYBODY KNOWS WHAT TOOK PLACE THERE AND THAT SHOULD BE FOR
16 PUBLIC INFORMATION. BUT THESE ISOLATED INSTANCES HAVE BECOME
17 THE NORM AND WE OUGHT TO BE STRIVING FOR THE HIGH QUALITY CARE
18 THAT WE DO AT HARBOR, WE DO AT U.S.C. MEDICAL CENTER, AT
19 RANCHO, HIGH DESERT, OLIVE VIEW. AND NOT ACCEPT MEDIOCRITY AS
20 THE NORM. I MEAN, WE'RE DEALING WITH LIFE AND DEATH ISSUES.
21 AND, SADLY TO SAY, MANY TIMES, WE FACE THE DEATH ISSUE AS A
22 RESULT OF INCOMPETENCE. AND FOR THE BOARD TO MAKE DECISIONS,
23 WE SHOULD BE ABLE TO HAVE THE INFORMATION IN A TIMELY MANNER
24 TO TAKE ACTION AND, AGAIN, NAVIGANT, WHAT WERE THEY ABLE TO
25 ACHIEVE? WHAT DID THEY ACHIEVE FOR THAT \$18 MILLION INVESTMENT



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 AS TO OUR CORRECTIVE PLAN OF ACTION, DR. CHERNOF? AND WASN'T
2 UNDER YOUR WATCH, I'M NOT...

3

4 **DR. BRUCE CHERNOF:** NO, I UNDERSTAND, SUPERVISOR. YOU KNOW,
5 FIRST, LET ME SAY-- TO YOUR QUESTION, SUPERVISOR, I THINK THAT
6 NAVIGANT TOOK US ANOTHER STEP DOWN A PATH OF IDENTIFYING
7 PROBLEMS THAT HAVE BEEN ENDEMIC IN THIS SPECIFIC HOSPITAL FOR
8 AT LEAST A DECADE IF NOT A COUPLE. AND THEY WERE SUCCESSFUL IN
9 SOME AREAS, NOT SUCCESSFUL IN OTHERS. I'M NOT GOING TO SIT
10 HERE TODAY AND TELL YOU THAT I THINK THEY MET ALL THEIR GOALS
11 BECAUSE I DON'T THINK THEY DID. THE MOST IMPORTANT GOAL WAS TO
12 DELIVER A HOSPITAL-- THE SAME PATH THAT WE'RE ALL ON, THE
13 REASON WHY THERE ARE FOUR FOLKS SITTING IN FRONT OF YOU TODAY
14 IS WE ALL AGREE WITH HOW TROUBLED YOU ALL ARE AND NOBODY IS
15 MORE TROUBLED THAN I AM. NOBODY. BUT THE ALTERNATIVES ARE NOT
16 GREAT FOR THE COMMUNITY, FOR THE SYSTEM AS A WHOLE. AND WE DO
17 SEE AN OPPORTUNITY-- AND THE STAFFS THAT WE REPRESENT DO SEE
18 AN OPPORTUNITY TO TRY AND TURN THIS HOSPITAL AROUND. I DON'T
19 BELIEVE THE SPECIFIC INCIDENTS THAT YOU'RE REFERENCING ARE THE
20 NORM. THERE ARE MANY MORE OF THEM THAN THERE SHOULD BE,
21 CLEARLY. AND, TO THE 17 CASES, I'D MAKE THE OBSERVATION THAT 7
22 OF THEM INVOLVE PHYSICIAN'S ASSISTANTS. I MAKE NO EXCUSES FOR
23 THAT. IT IS NOT APPROPRIATE THAT PHYSICIAN'S ASSISTANTS, THE
24 SUPERVISION OF PHYSICIAN'S ASSISTANTS DID NOT MAKE ITSELF
25 COMPLETELY THROUGH THE MEDICAL STAFF PROCESS THE WAY IT SHOULD



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 HAVE. AND THE METROCARE LEADERSHIP AND MYSELF TOOK A
2 DEFINITIVE ACTION WHEN IT BECAME CLEAR THAT THAT WAS A
3 FUNDAMENTAL PROBLEM. AND YOU KNOW WHAT? IT SHOULDN'T HAVE
4 WAITED UNTIL THE SURVEY BUT THAT'S WHAT IDENTIFIED IT. AND THE
5 ACTION WAS TAKEN TO ADDRESS THAT ISSUE. AND SO I THINK, YOU
6 KNOW, AGAIN, WE'RE JUST AS TROUBLED AS YOU ARE BUT WE ACTUALLY
7 SEE THIS AS AN OPPORTUNITY TO MOVE FORWARD AND TO TRY TO BUILD
8 ON WHAT'S BEEN DONE BEFORE US. SO, GIVEN NAVIGANT'S
9 IMPROVEMENT IN PLACES BUT FAILURE IN OTHERS TO TAKE THAT BODY
10 OF WORK AND TO TRY TO GIVE A HOSPITAL TO THIS COMMUNITY TO
11 YOUR BOARD AND TO THE RESIDENTS OF LOS ANGELES COUNTY THAT
12 PASSES.

13

14 **SUP. ANTONOVICH:** THE OPPORTUNITY...

15

16 **ANTOINETTE SMITH-EPPS:** MAY I? SUPERVISOR, MAY I ADD ONE THING?
17 I JUST WANT TO BE REALLY CLEAR. EVERYONE KEEPS MAKING AN
18 ASSERTION THAT, HAD IT NOT BEEN FOR MEDIA ATTENTION, THESE
19 CASES WOULD NOT HAVE COME OUT. THAT'S NOT TRUE. WE REPORTED
20 THE RODRIGUEZ CASE OURSELVES THE DAY IT OCCURRED, THE DAY WE
21 FOUND OUT ABOUT IT, WHICH WAS THE DAY SHE PASSED. AND WE ARE
22 VERY INTROSPECTIVE ABOUT THESE THINGS THAT HAPPEN AT KING.
23 AND, AS A MATTER OF FACT, NOT JUST THINGS THAT HAPPEN AT KING
24 BUT THINGS WE READ ABOUT IN THE MEDIA, THINGS THAT WE SEE IN
25 VARIOUS NOTICES FROM THE JOINT COMMISSION AND C.M.S. AND



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 OTHERS THAT PUT US ON AN ALERT TO POSSIBLE CARE PROBLEMS IN
2 THE PROCESSES THAT WE USE AS HEALTHCARE PROFESSIONALS EVERY
3 DAY. AND SO THIS IS NOT, YOU KNOW, CERTAINLY A LOT OF
4 ATTENTION, MEDIA ATTENTION HAS BEEN FOCUSED ON THIS CASE BUT
5 WE LOOK AT THESE CASES ON AN ONGOING BASIS AND WE TAKE THEM
6 VERY SERIOUSLY. AND I JUST, YOU KNOW, WANT TO SAY THAT BECAUSE
7 I BELIEVE THAT EVERYONE NEEDS TO UNDERSTAND THAT.

8

9 **SUP. ANTONOVICH:** WHEN WE HAD THE FIRST INVOLVEMENT WITH
10 C.M.S., WE THEN ADDRESSED IT AS A SERIOUS PROBLEM AND WE WERE
11 GOING TO DO EVERYTHING AND ANYTHING FROM CONTRACTING OUT TO
12 REFORMING THE OPERATION WITHIN THE FACILITY. WE SAW THAT AS
13 THE OPPORTUNITY. NOW, HOW MANY MORE OPPORTUNITIES DO WE NEED
14 TO STRAIGHTEN IT OUT? I BELIEVE THE GUILLOTINE'S GOING TO FALL
15 IN 11 DAYS. THAT'S, WHAT, THE 30TH? IS THAT, WHAT, A SATURDAY?

16

17 **DR. BRUCE CHERNOF:** THERE IS A 23-DAY WINDOW, SUPERVISOR, YOU
18 ARE CORRECT, ON THE CORRECTIVE ACTION PLAN THAT WE'RE
19 DISCUSSING TODAY.

20

21 **SUP. ANTONOVICH:** OKAY. SO WHAT IS THE FASTEST TURNAROUND, IF
22 YOU BROUGHT IN A NEW MEDICAL UNIT, I'M TALKING ABOUT
23 PRIVATIZING IT, CONTRACTING, FROM ANOTHER MEDICAL FACILITY OR
24 A NEW MEDICAL GROUP THAT WANTED TO GO IN; AND I KNOW WE HAD
25 SOME INTEREST THE FIRST TIME THAT THIS WENT, THERE WERE SOME



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 MEDICAL GROUPS THAT WANTED TO COME IN AND OPERATE THAT
2 FACILITY, WHAT IS THE FASTEST TURNAROUND THAT IT WOULD TAKE TO
3 DO THAT?

4

5 **DR. BRUCE CHERNOF:** SUPERVISOR, IT WOULD DEPEND ON THE MODEL
6 USED BUT, IN SIMPLE TERMS, MONTHS.

7

8 **SUP. ANTONOVICH:** IT WOULD TAKE MONTHS. LESS THAN A YEAR BUT
9 MONTHS?

10

11 **DR. BRUCE CHERNOF:** COULD BE A YEAR. MONTHS TO A YEAR.

12

13 **SUP. ANTONOVICH:** AND WHAT IS THE TIMEFRAME IF YOU HAD A
14 COMPREHENSIVE HEALTH CENTER IN PLACE DURING THAT TIMEFRAME SO
15 THAT THERE WOULD BE SOME TYPE OF MEDICAL OPPORTUNITY BUT NOT
16 THE CRITICAL MEDICAL CARE THAT'S CURRENTLY BEING PROVIDED?

17

18 **DR. BRUCE CHERNOF:** WELL, SUPERVISOR, THE SITE CURRENTLY
19 DELIVERS, AND MS. SMITH-EPPS CAN SPEAK TO IT MUCH BETTER THAN
20 I BECAUSE SHE RUNS THE FACILITY, A VERY BROAD AND
21 COMPREHENSIVE SET OF OUTPATIENT SERVICES AND RUNS AN URGENT
22 CARE AS WELL THAT SEES UNSCHEDULED PATIENTS. AND THOSE
23 SERVICES COULD CONTINUE, COULD POTENTIALLY BE GROWN LARGER IF
24 NECESSARY. BUT THERE WILL BE CRITICAL SERVICES THAT COULD NOT
25 BE REPLACED IN THAT SCENARIO. THERE IS NO GOOD SOLUTION FOR



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 EMERGENCY ROOM SERVICES IN THE SOUTH LOS ANGELES COMMUNITY AND
2 IN LOS ANGELES COUNTY, AS YOUR BOARD WELL KNOWS, BECAUSE YOU
3 HAVE DONE EXTRAORDINARY THINGS TO HELP STABILIZE AND WORK WITH
4 THE EMERGENCY ROOM AND TRAUMA NETWORK. THEY ARE FRAGILE AND
5 THEY WOULD BE IMPACTED BY ANY CHANGE.

6

7 **SUP. ANTONOVICH:** IF YOU WERE TO GIVE THE SAME COMPETENCY TEST
8 TODAY, WOULD YOU STILL HAVE A 60 PERCENT FAILURE? WHAT WOULD
9 THE FAILURE RATE BE TODAY?

10

11 **ANTOINETTE SMITH-EPPS:** I WOULD GUESS IT WOULD BE MORE IN--
12 SINCE PEOPLE NOW HAVE RECEIVED EDUCATION PACKETS, THEY'VE GONE
13 THROUGH THE PROCESS, SOME OF THE APPREHENSION AROUND THE
14 PROCESS HAS FALLEN AWAY, I WOULD GUESS IN THE 80 TO 90 PERCENT
15 WOULD PROBABLY PASS. WE WOULD STILL HAVE INDIVIDUALS WHO NEED
16 WORK AND NEED HELP TO EITHER DEMONSTRATE THEIR COMPETENCIES OR
17 WE'D HAVE TO INTRODUCE THEM INTO THE PERFORMANCE MANAGEMENT
18 PROCESS. SINCE YOU ASKED THE QUESTION, I THINK I NEED TO POINT
19 OUT THAT ONE OF THE THINGS THAT, HAVING COME IN OVER THE LAST
20 20 MONTHS AND WORKING WITH KING, GIVEN THE LEVEL OF DIFFICULTY
21 WITH STAFF THAT HAS HISTORICALLY BEEN AT THE FACILITY AND THE
22 MANY, MANY, MANY DISCIPLINARY ACTIONS THAT HAVE BEEN TAKEN, IT
23 IS NOT SURPRISING TO ME THAT WE STILL HAVE, AND CONTINUE TO
24 FACE, CHALLENGES. I BELIEVE THAT WE WILL ALWAYS FACE SOME
25 CHALLENGES AROUND SOME STAFF PERFORMANCE AND OUR ABILITY TO



The Meeting Transcript of
The Los Angeles County Board of Supervisors

1 QUICKLY REMOVE THOSE STAFF AND MOVE THEM THROUGH A PROCESS TO
2 DISMISSAL WHEN THEY CANNOT CORRECT THEIR BEHAVIOR. I SEE THAT
3 PROCESS AS AN ONGOING PROCESS. IT'S SOMETHING WE'RE GOING TO
4 HAVE TO DEAL WITH. IT'S SOMETHING WE'RE GOING TO HAVE TO
5 COUNSEL AND COACH STAFF ON HOW TO MANAGE THAT PROCESS AND HOW
6 TO MAKE SURE THAT INDIVIDUALS DO HAVE THE REQUISITE
7 COMPETENCIES AND HAVE AN OPPORTUNITY, IF THOSE COMPETENCIES
8 ARE LACKING, TO EITHER DEVELOP THEM OR, AS I SAID EARLIER,
9 THAT WE HAVE TO USE THE DISCIPLINARY PROCESS TO MOVE THEM OUT.
10 THAT'S A TRIGGER THAT IS NOT ALWAYS PULLED AS QUICKLY AS IT
11 SHOULD BE AND WE ARE COUNSELING STAFF AND COACHING STAFF TO
12 TEACH THEM HOW TO DO THAT PROPERLY.

13

14 **SUP. ANTONOVICH:** THE PROBLEM IS THAT HAVING ON STAFF PEOPLE
15 WHO HAVE THOSE DEFICIENCIES ARE DOING A ONE TO ONE ON PATIENTS
16 WHO ARE REQUIRING STAFF WITH COMPETENCY TO HELP THEM WITH
17 THEIR AILMENT AND IT'S NOT LIKE A CLASSROOM SETTING IN DEALING
18 WITH THEORY. YOU'RE DEALING IN THE REAL WORLD. AND WHEN WE
19 WERE TOLD, AND I USE THIS IN A LOT OF MY COMMUNITY TALKS ON
20 THE ISSUE, THAT WE HAD 257, ET CETERA WHO WERE REMOVED AND 65
21 DOCTORS OR SO THAT WERE REMOVED, WE THOUGHT WE WERE TALKING
22 ABOUT GETTING RID OF THOSE WHO WERE FAILURES. NOW WE FIND OUT
23 WE HAD, YOU KNOW, LIKE, A GRADE INFLATION AND PEOPLE WERE
24 BEING PASSED WHO DIDN'T HAVE THE COMPETENCY THAT WE WERE
25 EXPECTING AT CEDAR'S, ST. JOSEPH'S, U.S.C. MEDICAL CENTER,



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 OLIVE VIEW. WE WERE DOING A SUBSTANDARD AND TELLING THE
2 PUBLIC, "DON'T WORRY. GO THERE. ALL IS WELL. YOU GOT A
3 COMPETENT STAFF." AND WE WERE MISLEADING THE PUBLIC. AND OUR
4 EFFORTS TO REFORM THE FACILITY, WE WERE BEING MISLED BECAUSE
5 WE THOUGHT WE WERE ON THAT PATH.

6

7 **ANTOINETTE SMITH-EPPS:** I BELIEVE THAT WE ARE ON THAT PATH. IT
8 IS A PATH, THOUGH.

9

10 **SUP. ANTONOVICH:** A LOT OF POTHOLES.

11

12 **ANTOINETTE SMITH-EPPS:** CERTAINLY, THERE ARE POTHOLES. LIFE'S
13 SOMETIMES MESSY. IT ISN'T-- I WISH THAT I COULD TELL YOU, "IF
14 YOU DO THIS ONE THING OR IF YOU DO THESE 12 THINGS, IT IS
15 GOING TO BE PERFECT." BUT I CAN'T TELL YOU THAT AND HAVE ANY
16 CREDIBILITY WITH GIVING YOU THAT ANSWER. SO I TRY TO TELL YOU
17 WHAT I BELIEVE WILL HAPPEN IF WE TAKE CERTAIN STEPS AND
18 CERTAIN ACTIONS. I DO BELIEVE THAT, IF WE CONTINUE TO
19 DEMONSTRATE AND UPHOLD THE STANDARDS THAT WE HAVE SET, THAT WE
20 WILL GET TO THE PLACE THAT YOU WANT US TO BE. ARE WE THERE
21 NOW? NO, WE ARE NOT. WE CONTINUE TO STRIVE TO MAKE THESE
22 IMPROVEMENTS AND TO SET THESE GOALS AND MAKE A NEW STANDARD OF
23 COMPETENCY, OF BEHAVIOR, OF EXPECTATION AT M.L.K.

24



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **SUP. ANTONOVICH:** BUT, IN 11 DAYS, IF C.M.S. SAYS THUMBS DOWN,
2 THAT'S IT. WE DON'T HAVE THE ABILITY TO KEEP YOU OPERATING AS
3 YOU WERE. I MEAN, IT'S A CLOSURE.

4

5 **ANTOINETTE SMITH-EPPS:** THAT IS CORRECT.

6

7 **SUP. ANTONOVICH:** IT'S A CLOSURE. SO THAT 11-DAY OPPORTUNITY
8 TIME WHICH YOU CALL OPPORTUNITY VERY LIKELY IT'S GOING TO END
9 UP IN A REALITY CHECK THAT WE DO HAVE TO DO A PUBLIC/PRIVATE
10 PARTNERSHIP AND WE'RE GOING TO HAVE TO DO IT QUICKLY.

11

12 **ANTOINETTE SMITH-EPPS:** IF THAT HAPPENS, WE WILL HAVE TO TAKE
13 OTHER STEPS, YES, SIR.

14

15 **SUP. ANTONOVICH:** AND THAT'S WHY, YOU KNOW, I'VE ALWAYS ASKED
16 THE DEPARTMENT TO BE ON A DUAL TRACK SO THAT, WHEN THAT
17 HAPPENS, YOU'RE NOT GOING TO START FROM SCRATCH ON JUNE 30TH.
18 AND, AGAIN, JUNE 30TH AND WHAT'S THE WEEK AFTER? YOU START
19 JULY 4TH, HOLIDAYS AND ALL THIS STUFF THEN YOU'RE LOOKING AT
20 MID-JULY YOU'RE GETTING ON TRACK. ALREADY BEING ON TRACK SO
21 THAT THE QUICKER WE CAN RESOLVE IT, THE BETTER IT IS TO THE
22 OUTCOME. DR. CHERNOF, THE DEPARTMENT STATED THAT, SINCE THE
23 REDUCTION TO A 48-BED HOSPITAL IN MARCH, MANY OF THE
24 MANAGEMENT ISSUES HAD BEEN RESOLVED. WHY DOES C.M.S. STILL
25 REPORT MAJOR ISSUES IN THE E.R. AS RECENT AS MAY?



The Meeting Transcript of
The Los Angeles County Board of Supervisors

1

DR. BRUCE CHERNOF: WELL, AGAIN, WORKING OFF OF WHAT MISS SMITH-EPPS COMMENTS TO YOU, IT IS NOT-- THIS IS NOT A SIMPLE PATH TO BE ON AND THE SIMPLER FOOTPRINT HAS REMOVED MANY OF THE PROBLEMS THAT WE COULD SEE BUT IT'S ALSO PRESENTED SOME NEW PROBLEMS THAT EITHER WEREN'T VISIBLE UNTIL YOU TOOK THE BIGGER PROBLEMS AWAY, OR ARE STRAIGHTFORWARD A RESULT OF THE CHANGES WE'VE PUT IN PLACE. THIS IS A DIFFERENT OPERATING MODEL AND IT PRESENTED NEW SETS OF CHALLENGES BUT WE ARE COMMITTED TO TRYING TO WORK THROUGH THOSE CHALLENGES.

11

SUP. YAROSLAVSKY, CHAIRMAN: OKAY. TIME'S UP BUT WE'LL COME BACK TO YOU. SUPERVISOR KNABE AND THEN MS. BURKE.

14

SUP. KNABE: A LOT OF QUESTIONS HAVE ALREADY BEEN ASKED BUT ARE ALL THE E.R. DOCS, ARE THEY CONTRACT EMPLOYEES OR ARE THEY COUNTY EMPLOYEES?

18

DR. BRUCE CHERNOF: SUPERVISOR, THEY ARE ALL CONTRACT.

20

SUP. KNABE: YOU KNOW, I GUESS THE SPIRIT OF OPTIMISM HAS BEEN AROUND HERE. WE'RE TRYING TO BE SUPPORTIVE AND TRYING TO DO ALL THE RIGHT THINGS TO ALLOW THIS BECAUSE, IF YOU LOOK AT THIS WHOLE ISSUE FROM 50,000 FEET, I MEAN, THE ONE THING, MY BIGGEST FEAR IS TO DUMP 47,000 E.R. VISITS ONTO A VERY FRAGILE



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 SYSTEM. THAT KILLS ST. FRANCIS, A DOWNEY REGIONAL, I MEAN, IT
2 JUST-- TO DISBURSE IT OUT OVER ALL THESE OTHER EMERGENCY
3 ROOMS, IT WOULD BE, YOU KNOW, A TRAGEDY BECAUSE PART OF THIS
4 IS NOT INSURED OR NONINSURED, YOU HEARD ME TELL A STORY WHERE
5 I TOOK SOMEONE, A DEAR FRIEND, TO AN EMERGENCY ROOM OF A
6 PRIVATE HOSPITAL HER SHE HAD ALL THE INSURANCE IN THE WORLD AT
7 8:30 ON A TUESDAY NIGHT, SHE SAW A DOCTOR 3:30 WEDNESDAY
8 MORNING. SO THAT'S NOT, YOU KNOW, THAT'S VERY COMMON IN THESE
9 E.R.S. AND THEN TO TRY TO DROP 47,000. I JUST LOOK AT ALL THE
10 REMEDIAL PLANS AND ALL THE PLANS TO SORT OF FIX THIS AND, AT
11 THIS PARTICULAR POINT IN TIME, I GUESS WHAT I'M READING IS
12 SOMETHING THAT I FELT THAT I SHOULD HAVE READ TWO YEARS AGO,
13 THAT SOME OTHER REPAIRS TO THE SYSTEM OUT THERE ARE SO
14 REMEDIAL, THE QUESTION WAS ASKED, YOU KNOW, YESTERDAY THAT YOU
15 WERE SURPRISED AT THE-- OR THEY-- I GUESS THE HARBOR FOLKS
16 WERE SURPRISED AT THE AMOUNT OF TRAINING THAT WAS GOING TO BE
17 REQUIRED BY THE M.L.K. STAFF. I MEAN, CAN YOU EXPAND UPON
18 THAT? I MEAN, YOU DID A PRETTY GOOD JOB THERE, MIGUEL, ON
19 GOING THROUGH SOME OF YOUR ISSUES BUT WHAT ARE SOME OF THE
20 OTHER ISSUES AS FAR AS TRAINING AT THAT PARTICULAR POINT IN
21 TIME IN THIS TRANSITION, ANTOINETTE OR MIGUEL, EITHER ONE?
22 BECAUSE WE ASKED YOU, DR. CHERNOF, AND YOU SAID THAT THE
23 HARBOR FOLKS WERE SURPRISED AT THE AMOUNT OF TRAINING...
24



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **DR. BRUCE CHERNOF:** LET ME START AND THEN I'LL TURN IT OVER TO
2 EITHER MIGUEL OR ANTOINETTE TO RESPOND AS THEY SEE FIT. THIS
3 KIND OF COMPETENCY TESTING WAS DONE FOR THE VERY FIRST TIME AT
4 M.L.K. HARBOR. THIS IS A KIND OF COMPETENCY TESTING WHICH IS
5 DONE AS PART OF THE STANDARD OPERATIONS AT HARBOR U.C.L.A.

6

7 **SUP. KNABE:** ANNUALLY?

8

9 **DR. BRUCE CHERNOF:** ANNUALLY, ON AN ONGOING BASIS AS PART OF
10 PEOPLE'S EVALUATIONS. SO WE INTRODUCED SOMETHING TOTALLY NEW
11 TO THE SYSTEM. MY COMMENT...

12

13 **SUP. KNABE:** WAIT, WAIT, WAIT, SO THERE WAS NO COMPETENCY
14 TRAINING OR TESTING GOING ON ON AN ANNUAL BASIS?

15

16 **DR. BRUCE CHERNOF:** NO, THERE WAS COMPETENCY TESTING BUT THERE
17 IS NO MODEL IN OUR SYSTEM AS ROBUST AS THE KINDS OF HANDS-ON
18 TESTING THAT HARBOR WAS DOING AND I THINK, GIVEN MIGUEL'S
19 COMMENTS ABOUT, WELL, YOU KNOW, 5 PERCENT OR WHATEVER THE
20 NUMBER IS OF FOLKS WHO GENERALLY NEED SOME KIND OF
21 REMEDIATION, THE NUMBER WAS HIGHER AT M.L.K. HARBOR. AND I
22 THINK THAT THAT WAS-- YOU KNOW, MIGUEL, YOU COULD HOP IN HERE
23 BUT I THINK THAT WAS A SURPRISE TO FOLKS.

24



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **SUP. KNABE:** BEFORE YOU JUMP IN, DR. CHERNOF. BEFORE HE JUMPS
2 IN THERE AND THEN HE CAN ANSWER AND THEN MAYBE HE MIGHT WANT
3 TO ANSWER THIS TOO, THEN.

4

5 **DR. BRUCE CHERNOF:** ANTOINETTE MAY WANT TO ANSWER.

6

7 **SUP. KNABE:** YOU SAID THERE'S NOTHING LIKE THAT GOING ON IN THE
8 SYSTEM EXCEPT AT HARBOR U.C.L.A. ON A TRAINING AND THE
9 COMPETENCY ON AN ANNUAL BASIS, WAS TRAINING AND THE TESTING
10 GOING ON ON AN ANNUAL BASIS AT M.L.K., AT COUNTY U.S.C., AT
11 OLIVE VIEW?

12

13 **DR. BRUCE CHERNOF:** WE HAVE THEM AT ALL OF OUR HOSPITALS BUT I
14 THINK THAT THE HARBOR'S MODEL IS THE MOST ROBUST ONE WE HAVE
15 THROUGHOUT OUR SYSTEM.

16

17 **SUP. KNABE:** SO WAS GOING ON ON AN ANNUAL BASIS AT M.L.K.?

18

19 **DR. BRUCE CHERNOF:** YES.

20

21 **SUP. KNABE:** TESTING AND TRAINING?

22

23 **ANTOINETTE SMITH-EPPS:** IT WAS GOING ON BUT NOT AS EXTENSIVE
24 AND NOT AS HANDS-ON AS THIS PARTICULAR PROCESS.

25



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **SUP. KNABE:** LIKE WHEN YOU, I MEAN, YOU HAVE ONLY BEEN THERE A
2 SHORT PERIOD OF TIME, BUT WHEN YOU ARRIVED, WAS THE TESTING
3 AND TRAINING GOING ON PRIOR TO YOUR ARRIVAL?

4

5 **ANTOINETTE SMITH-EPPS:** THERE WERE COMPETENCIES ASSESSED. THE
6 PROCESS WAS DIFFERENT THAN THIS ASSESSMENT LABS. THEY USE A
7 SKILLS LABS TO DO THE ASSESSMENTS AND THAT WAS A DIFFERENT
8 PROCESS THAN WE HAD PREVIOUSLY USED AT KING. THE SKILLS LAB IS
9 A HIGHLY RELIABLE WAY TO DEMONSTRATE COMPETENCY. IT'S A VERY
10 LABOR INTENSIVE WAY TO DO IT BUT IT'S A VERY RELIABLE WAY. SO
11 I WOULD SAY THAT IT'S A SUPERIOR WAY THAN THE PROCESS WE WERE
12 USING PREVIOUSLY.

13

14 **SUP. KNABE:** AND WHILE THERE HAVE BEEN SOME SUCCESS STORIES, I
15 MEAN, YOU KNOW, YOU WANT TO DEAL ON SOME OF THE POSITIVE
16 THINGS AS WELL AND IT'S REALLY SAD THAT ONE OR TWO INDIVIDUALS
17 CAN, WITH ALL THE HARD WORK THAT'S GOING ON OUT THERE, CAN
18 REALLY TURN THAT THING UPSIDE DOWN BUT...

19

20 **ANTOINETTE SMITH-EPPS:** BUT THAT'S THE REALITY.

21

22 **SUP. KNABE:** ...I MEAN, YOU HOPE IT'S-- WELL, BUT, I MEAN, BUT
23 M.L.K. CANNOT HAVE AN ERROR RIGHT NOW.

24



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **ANTOINETTE SMITH-EPPS:** YOU'RE ABSOLUTELY CORRECT. YOU'RE
2 RIGHT.

3

4 **SUP. KNABE:** THEY GOT TO BE 100 PERCENT AND THE ONE THING YOU
5 CAN CAN'T TRAIN FOR IS YOU CAN'T TRAIN FOR CARING. YOU CAN DO
6 ALL THE COMPETENCY YOU WANT BUT, YOU KNOW, THERE'S CERTAIN
7 CIRCUMSTANCES AND THAT'S WHERE, UNFORTUNATELY, YOU KNOW,
8 PEOPLE CAN IMPACT THE LIFE OF A HOSPITAL BECAUSE OF A LACK OF
9 CARING AND WHEN THERE'S SO MANY OTHER PEOPLE ARE CARING OUT
10 THERE.

11

12 **ANTOINETTE SMITH-EPPS:** YOU'RE CORRECT.

13

14 **MIGUEL ORTIZ-MAROQUINN:** I WAS GOING TO COMMENT IN REGARD THE
15 SURPRISE THAT WE HAD IN TERMS OF DETERMINING HOW MUCH TRAINING
16 WAS REQUIRED. WHEN WE PREPARED THE INTERVIEW PROCESS ON THE
17 QUESTIONNAIRES, ON THOSE THINGS, YOU KNOW, THESE
18 QUESTIONNAIRES WERE REALLY DESIGNED TO US AS INDIVIDUALS'
19 APTITUDE AND RESPONSES, YOU KNOW? AS YOU KNOW, ON THE
20 INTERVIEW, ON THE PROCESS WHERE YOU ASK QUESTIONS, IT'S ALWAYS
21 NOT THE 100 PERCENT FOOLPROOF. WE INTERVIEWED, PARTICULARLY IN
22 THE NURSING SIDE, MANY OF THE NURSES WERE VERY COMPETENT AND
23 PRESENTED THEMSELVES VERY WELL. AND IT WAS A PROCESS WHERE WE
24 COMPLETED ALL THE INTERVIEWS, ALL THOSE THINGS WERE DONE, AND
25 WE BEGAN TO SET THE COMPETENCY SKILL TESTING, IT WAS A



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 SURPRISE TO US TO SEE THAT IT DID NOT TRANSLATE FROM THE
2 PRESENTATION TO ACTUAL SKILL SET, YOU KNOW? THE ONE THING THAT
3 WE COULD SURMISE TO SOME EXTENT WAS THAT, SPEAKING ABOUT PRIOR
4 CONTRACTORS AND THOSE THINGS, WE'RE VERY ABLE IN TERMS OF
5 TRAINING PEOPLE FROM THE PROCEDURAL PERSPECTIVE AND TO
6 ARTICULATE AND TO PRESENT BUT THEY FAIL IN THE ACTUAL
7 PRACTICAL ASPECT OF IT. WE CONTINUE TO DO THESE COMPETENCY
8 TESTINGS IN ASSESSING BASICALLY WHAT WE MAY CALL A GAP
9 ANALYSIS AS TO WHERE ARE WE IN TERMS OF COMPETENCY? UNTIL THAT
10 IS ALL COMPLETED, YOU KNOW, YOU HAVE THE INTERVIEW PROCESS,
11 YOU HAVE THE COMPETENCY, ACTUAL SKILL TESTING, TO REALLY HAVE
12 A COMPLETE PICTURE OF WHERE THE INDIVIDUAL IS, AND, UNTIL YOU
13 DO THAT, YOU CANNOT MOVE AHEAD TO ARTICULATE AN EFFECTIVE PLAN
14 OF CORRECTION IN TERMS OF TRAINING BECAUSE YOU NEED TO KNOW
15 WHAT TYPE OF TRAINING NEEDS TO BE PROVIDED.

16
17 **SUP. KNABE:** ONE FINAL QUESTION. A LOT OF THE OTHER QUESTIONS
18 HAVE BEEN ASKED ALREADY. BUT IN THE REDUCTION OF THE SEPTEMBER
19 2006 EMPLOYEE COUNT OF A LITTLE OVER 2,400 EMPLOYEES DOWN TO
20 THE CURRENT, I THINK, ABOUT 1,582 IF YOUR NUMBERS ARE CORRECT,
21 WE ALSO HAD A REDUCTION IN 200 PLUS BEDS DOWN TO 48. 1,582 FOR
22 48 BEDS SOUNDS LIKE A LOT.

23
24 **ANTOINETTE SMITH-EPPS:** THE MODEL WE CURRENTLY ARE OPERATING
25 UNDER ANTICIPATED THAT WE WOULD BE-- RETAIN STAFF. AND WE



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 STAFFED MANY AREAS FOR THE 120-BED COMPLEMENT THAT'S
2 ANTICIPATED LATER ON. BECAUSE WE KNOW, FOR MANY OF THE
3 DISCIPLINES, HAD WE LET THOSE INDIVIDUALS GO, WE MIGHT NOT BE
4 ABLE TO RECRUIT THEM WHEN IT WAS TIME TO TRY TO STAFF BACK UP.
5 SO THE IDEA IS THAT WE, IN MANY AREAS, WOULD HAVE THE
6 COMPLEMENT OF STAFF THAT WOULD BE REQUIRED FOR 120 BEDS. WE
7 DID FALL SHORT OF OUR RECRUITMENT AND RETENTION GOALS. RATHER,
8 WE WERE RETAINING INDIVIDUALS OR RECRUITING NEW ONES IN IN
9 MANY OF OUR NURSING AREAS. SO WE HAVE A SIGNIFICANT
10 RECRUITMENT.

11

12 **SUP. KNABE:** THAT WOULD BE ON TOP OF THE 1,582?

13

14 **ANTOINETTE SMITH-EPPS:** YES. IT WOULD BE ON TOP OF THE 1,582
15 INDIVIDUAL EMPLOYEES. WE HAVE A DIFFERENT F.T.E. COUNT BUT I
16 WON'T GET INTO THAT BECAUSE YOU ALL DON'T LIKE ME TO TALK
17 ABOUT F.T.E.S.

18

19 **DR. BRUCE CHERNOF:** AND I THINK THE OTHER KEY THING TO SAY
20 HERE, AND YOU CAN HELP ME, ANTOINETTE, IS THAT THOSE F.T.E.S
21 ARE COVERING BOTH THE INPATIENT FOOTPRINT BUT ALL THE
22 OUTPATIENT SERVICES AS WELL, SUPERVISOR KNABE. SO IT'S NOT
23 JUST FOR THE HOSPITAL.

24



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **SUP. KNABE:** I GUESS, YOU KNOW, WE TRY TO BE SUPPORTIVE AND
2 IT'S REALLY TESTING EVERYONE'S PATIENCE AND ABILITY. YOU KNOW,
3 WITH ALL THE TRAINING, ALL THE ACTIONS TAKEN, ALL THE DOLLARS
4 POURED IN, HOW DO THESE THINGS HAPPEN? AND IT JUST FEELS LIKE
5 WE'RE BEING TOLD THERE'S REDUNDANCY BEING BUILT INTO THE
6 SYSTEM TO PROTECT AGAINST THESE KIND OF THINGS AND THEN ONE OR
7 TWO FOLKS, YOU KNOW, I MEAN, AND THE ONLY WAY I CAN LOOK AT IT
8 AS A NON-DOCTOR AND HAVING VISITED E.R. ROOMS OVER A PERIOD OF
9 TIME IS THERE'S NONCARING OF SOME FEW PEOPLE WHEN EVERYBODY
10 ELSE IS TRYING TO TURN THAT FACILITY AROUND. AND IT'S VERY
11 UNFORTUNATE THAT YOU CAN'T TRAIN FOR CARING.

12

13 **SUP. YAROSLAVSKY, CHAIRMAN:** SUPERVISOR BURKE?

14

15 **SUP. BURKE:** THANK YOU VERY MUCH. I DON'T THINK THERE'S ANY
16 QUESTION BUT THAT WE'VE GOTTEN A POINT THAT THE HOSPITAL HAS
17 PROBLEMS AND IT'S HAD PROBLEMS AND THAT GOING THROUGH ALL OF
18 THE THINGS THAT HAVE HAPPENED, THAT THEY ARE SEVERE. ONE OF
19 THE THINGS THAT-- GOING BACK TO NAVIGANT WHERE WE DID PAY THEM
20 CONSIDERABLE FUNDS, \$18 MILLION, AND I'M A LITTLE SURPRISED
21 THAT SOME OF THE PROCEDURES WERE NOT INSTITUTED AT THAT TIME,
22 THAT I OBSERVED WHEN I READ THE SAME THING THAT SUPERVISOR
23 YAROSLAVSKY READ, THE 17 CASES OUT OF 60 THAT WERE PULLED,
24 OVER A PERIOD FROM FEBRUARY TO JUNE, THESE CASES EXTENDED OVER
25 THAT PERIOD OF TIME THOSE 17, AND THEY TALKED ABOUT NO FOLLOW



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 THROUGH, SURPRISINGLY, BY DOCTORS, NO FOLLOW THROUGH. THERE
2 WERE PROCEDURES THAT WERE ORDERED THAT DID NOT HAPPEN. OR
3 THERE WAS NOT A PROCESS WHERE THE PATIENT WAS ASSURED THAT
4 THERE WOULD BE PASSING ON TO ANOTHER DOCTOR OR THEIR TRANSFER
5 WOULD NOT GO THROUGH OR THERE WOULD NOT BE COMMUNICATION
6 BETWEEN THE NEUROLOGIST THAT WAS NECESSARY AT THE HOSPITAL
7 WHERE THE PATIENT WAS TRANSFERRED TO IN ORDER TO ASSURE THAT
8 THE CARE WAS CARRIED OUT. AND, IF YOU GO THROUGH EACH ONE OF
9 THOSE CASES, AGAIN AND AGAIN, THAT'S THE ISSUE. THAT THERE ARE
10 THINGS THAT FALL THROUGH THE CRACKS. AND I THINK THOSE KIND OF
11 PROCESSES AND PROCEDURES SHOULD BE ABLE TO BE IMPLEMENTED.
12 SEE, THE DIFFERENCE WITH ME, MY APPROACH AND THE APPROACH OF
13 EVERYONE, IT'S ALL GONE, IT'S TERRIBLE, IT'S OVER IS THAT I
14 NEVER TAKE THAT ATTITUDE ABOUT VERY MANY THINGS. MY APPROACH
15 GENERALLY IS THAT MOST THINGS CAN BE FIXED IF YOU HAVE THE
16 RESOURCES, IF YOU HAVE THE DESIRE TO FIX IT AND YOU HAVE
17 PEOPLE WHO ARE WILLING TO AT LEAST ACCEPT THE FACT THAT
18 THEY'VE GOT TO CHANGE. NOW, IN MY EXPERIENCE, IN OBSERVING
19 KING, THAT THIRD FACTOR HAS NOT ALWAYS BEEN THERE. THAT THERE
20 IS, LIKE, A RESENTMENT TO CHANGE AND REACTION TO CHANGE. BUT,
21 AT THIS POINT, WE HAVE TO BRING PEOPLE IN THERE WHO UNDERSTAND
22 THAT YOU HAVE TO HAVE THE PROCESS AND THE PROCEDURES TO ASSURE
23 PATIENT QUALITY. AND MY QUESTION TO YOU IS, FOR INSTANCE,
24 THERE'S NO DIRECTOR OF PHARMACY, IS THERE?

25



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **ANTOINETTE SMITH-EPPS:** WE HAVE AN INTERIM DIRECTOR OF
2 PHARMACY.

3

4 **SUP. BURKE:** YOU HAVE AN INTERIM BUT YOU NEED SOMEONE WHO'S
5 REALLY IN CHARGE OF PHARMACY. WHAT ARE THE PROSPECTS OF
6 GETTING SOMEONE TO TAKE SOME OF THESE KEY POSITIONS? WHAT ARE
7 THE PROSPECTS OF BRINGING IN SOME PEOPLE IN THAT EMERGENCY
8 ROOM THAT WILL MAKE SURE EVERYTHING IS FOLLOWED THROUGH?
9 BECAUSE, LET ME TELL YOU THIS, I THOUGHT THERE WERE GOING TO
10 BE NEW PEOPLE COMING IN AND, WHEN YOU BROUGHT NEW PEOPLE IN,
11 THEY WOULD BE PEOPLE WHO WERE TRAINED AND ACCUSTOMED TO
12 FOLLOWING CERTAIN KIND OF PROCEDURES THAT ARE ACCEPTED AS
13 STANDARD IN TERMS OF MEDICAL CARE. APPARENTLY, THERE HAVE NOT
14 BEEN A LOT OF NEW FACES. THERE HAVE NOT BEEN A LOT OF PEOPLE
15 THAT CAME IN WHO HAD THE EXPERTISE TO BE ABLE TO DIRECT SOME
16 OF THOSE PEOPLE WHO HAVE BEEN THERE 10, 15 YEARS AND WHO HAVE
17 GOTTEN METHODS IN THEIR MIND THAT THEY DON'T FOLLOW.

18

19 **ANTOINETTE SMITH-EPPS:** OF THE 1,500 EMPLOYEES THAT WE HAVE,
20 160 OF THEM ARE NEW, ROUGHLY 10 PERCENT ARE BRAND NEW TO US.

21

22 **SUP. BURKE:** AND, OF THOSE 160, A LOT OF THEM ARE IN
23 TECHNOLOGY. THEY'RE NOT SO MUCH-- I DIDN'T NOTICE SO MANY OF
24 THEM WERE IN THE HIGH LEVEL NURSES AND DOCTORS. WE KNOW WE
25 HAVE ALL NEW DOCTORS IN THE EMERGENCY ROOM WHO ARE CONTRACT



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 DOCTORS. AND THAT CONTRACT WAS GOING ON DURING THIS FEBRUARY
2 PERIOD THAT WE'RE TALKING ABOUT WHERE ALL OF THESE ISSUES CAME
3 UP. SO I NEED TO REALLY KNOW, YOU KNOW, NEW PEOPLE WHO ARE
4 INVOLVED IN MEDICAL CARE IN A VERY DIRECT WAY.

5

6 **ANTOINETTE SMITH-EPPS:** WE HAVE A NUMBER OF NEW PEOPLE
7 INTRODUCED INTO THE PROCESS THAT-- YOU HAVE THE NUMBERS ON THE
8 NUMBER OF NEW STAFF THAT WE HAVE. WE ALSO HAVE ON A CONTINUING
9 BASIS FOR THE NURSES POSITIONS THAT WE CANNOT FILL IN THE
10 EMERGENCY DEPARTMENT AND OTHER AREAS, WE HAVE THE CONTRACTORS
11 WHO ARE COMMONLY REFERRED TO AS TRAVELERS WHO COME IN AND
12 THERE'S A PROCESS FOR BRINGING THEM IN AND THERE IS A CADRE OF
13 THEM. MANY OF THEM ARE NEW. SOME OF THEM HAVE BEEN WITH US FOR
14 SOME PERIOD OF TIME. WE DO HAVE A LOT OF NEW PHYSICIANS
15 INTRODUCED INTO THE PROCESS, AS WELL. YOUR INITIAL QUESTION
16 REALLY HAD TO DO WITH RECRUITMENT. WE HAVE A VERY DIFFICULT
17 TIME RECRUITING STAFF, AN EXTREMELY DIFFICULT TIME RECRUITING
18 STAFF.

19

20 **SUP. BURKE:** I'M SURE THAT'S TRUE.

21

22 **ANTOINETTE SMITH-EPPS:** WE HAVE ATTEMPTED TO RECRUIT, FOR
23 EXAMPLE, A DIRECTOR OF PHARMACY. WE HAVE NOT BEEN ABLE TO
24 RECRUIT A DIRECTOR OF PHARMACY. WE'VE IDENTIFIED CANDIDATES
25 THAT WE WERE INTERESTED IN WHO WERE NOT INTERESTED IN US. THAT



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 HAS HAPPENED TO US IN OTHER AREAS, LEADERSHIP AREAS AS WELL.
2 ONE OUR CHALLENGES IS, OF COURSE, THE SITUATION THAT WE
3 CURRENTLY FIND OURSELVES IN REGARDING CERTIFICATION. AND IT
4 TAKES A LOT OF FAITH TO COME TO A NEW FACILITY, KNOWING THAT
5 YOUR EFFORTS ARE GOING TO BE INTEGRAL TO THAT FACILITY BEING
6 ABLE TO BE SUCCESSFUL, KNOWING THAT THE CERTIFICATION MIGHT
7 HANG IN THE BALANCE. SO, MANY PEOPLE HAVE OPTED NOT TO TAKE
8 THAT CHALLENGE. WE HAVE WORKED VERY DILIGENTLY WITH H.R. WE
9 HAVE A NUMBER OF PEOPLE WHO SEEM TO BE INTERESTED AND, WHEN
10 POSSIBLE, WE DO RECRUIT. WE WERE ABLE TO BRING IN SOME NEW
11 LEADERSHIP IN A NUMBER OF AREAS BUT NONE OF THEM WERE THE
12 DIRECT, HANDS-ON PATIENT CARE AREAS THAT I WOULD LIKE TO HAVE
13 A PREPONDERANCE OF INDIVIDUALS COME IN. WE HAVE BEEN
14 SUCCESSFUL, OVER THE LAST SEVERAL MONTHS, IN RECRUITING A
15 DIRECTOR OF QUALITY, FOR EXAMPLE. WE'VE ALSO BEEN SUCCESSFUL,
16 WE'VE IDENTIFIED A NEW DIRECTOR OF EDUCATION, WHO WILL BE
17 JOINING US SHORTLY. SO WE HAVE HAD SOME SUCCESSES BUT THEY ARE
18 VERY HARD FOUGHT SUCCESSES. WE HAVE TO WORK VERY DILIGENTLY
19 WHEN WE HAVE SOMEONE WHO WE'D LIKE TO RECRUIT TO GET THAT
20 INDIVIDUAL IN. IT ISN'T A MATTER OF LEAVING IT UP TO H.R. TO
21 RUN THE PROCESS. MANY OF OUR LEADERS HAVE TO BE DIRECTLY
22 INVOLVED WITH SPEAKING WITH THOSE INDIVIDUALS AND HELPING
23 RECRUIT THEM THROUGH THE FACILITY BECAUSE OF THE DISADVANTAGE
24 THAT WE ARE PLACED AT CURRENTLY.

25



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **SUP. BURKE:** WELL, I READ DR. SCULLY'S EDITORIAL AND HE WAS
2 NEVER A GREAT SUPPORTER OF OURS WHEN HE WAS IN CHARGE OF
3 C.M.S., VERY, VERY CRITICAL OF US, BUT I ALSO HEARD HIM IN AN
4 INTERVIEW TODAY. AND WHAT HE SAID WAS THAT HE THOUGHT THE
5 HOSPITAL SHOULD BE-- YOU SHRINK IT DOWN, JUST AS YOU HAVE DONE
6 IT, BUT YOU PUT MOST OF YOUR RESOURCES IN THE EMERGENCY ROOM.
7 BECAUSE, FIRST OF ALL, IF YOU'RE GOING TO HAVE EMERGENCY, YOU
8 HAVE TO HAVE SOME KIND OF A HOSPITAL THERE. SO YOU HAVE A
9 MINIMAL HOSPITAL THAT'S OPERATING. BUT YOU PUT ALL OF YOUR
10 MONEY, YOUR RESOURCES, TO MAKE YOUR EMERGENCY ROOM TOP NOTCH.
11 LET ME ASK YOU THIS QUESTION. ARE YOU SATISFIED WITH THE
12 PRESENT CONTRACT DOCTORS THAT WE HAVE?

13

14 **ANTOINETTE SMITH-EPPS:** I BELIEVE THAT WE NEED TO WORK VERY
15 CLOSELY WITH OUR CURRENT CONTRACTOR TO BETTER ACCLIMATE THEM
16 TO THE PATIENT POPULATION THAT THEY'RE SERVING, TO THE NEED TO
17 TAKE ADDITIONAL STEPS WITH SOME OF OUR CLIENTS REGARDING THE
18 CARE THAT THEY NEED AND HOW TO MOVE THEM THROUGH THE SYSTEM,
19 TO BETTER ACQUAINT THEM WITH HOW TO USE THE OTHER RESOURCES OF
20 THE COUNTY SYSTEM, AND TO PUT MECHANISMS IN PLACE THAT MAKE
21 THAT HAPPEN QUICKLY. THAT IS NOT SOMETHING THAT WE ARE
22 PARTICULARLY GOOD AT. WE'RE LEARNING TO BE BETTER AT IT. WE'RE
23 ALSO LEARNING HOW TO EXERCISE AND STRETCH THE COUNTY
24 CAPABILITIES FOR PLACES LIKE E.M.S. AND OTHER SUPPORTING AREAS
25 TO HELP US MOVE PATIENTS TO THE RECEIVING FACILITIES WHEN WE



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 DON'T HAVE CAPABILITY TO CARE FOR THEM. THESE ARE ALL BRAND
2 NEW PROCESSES, DR. CHERNOF SORT OF REFERRED TO THEM A LITTLE
3 BIT EARLIER, BUT THESE WERE BRAND NEW PROCESSES THAT WE
4 INTRODUCED AFTER DECEMBER AS WE STARTED TO SHRINK THE NUMBER
5 OF BEDS THAT WE HAD AVAILABLE. SO THESE ARE THINGS THAT WE'VE
6 JUST RECENTLY HAD IN PLACE OVER THE LAST SEVERAL MONTHS THAT
7 WE ARE IMPROVING AS WE GO ALONG AND WE HAVE HAD SOME ISSUES
8 THAT NEEDED TO BE DEALT WITH AND THE TRANSFER ISSUE BEING ONE
9 OF THEM. WE JUST HAD TO LEARN WHAT NEEDED-- OR WHAT STRUCTURES
10 WERE NEEDED TO ACCOMPLISH THE THINGS THAT WE'VE BEEN CHARGED
11 WITH IN REGARD TO MOVING OUR PATIENTS THROUGH THE SYSTEM.

12

13 **SUP. BURKE:** DID YOU HAVE THE EMERGENCY PHYSICIANS WHO WERE
14 THERE IN THE EMERGENCY ROOM REVIEW ALL OF THESE 17 CASES THAT
15 WERE BROUGHT FORWARD AND GET THEIR INPUT AS TO HOW THEY THEY
16 HAVE ADJUSTED TO TRY TO MEET SOME OF THE ISSUES THAT ARE
17 RAISED HERE?

18

19 **ANTOINETTE SMITH-EPPS:** WE'VE HAD DISCUSSIONS. AS WE PREPARED
20 OUR RESPONSES, WE UTILIZED A TEAM OF INDIVIDUALS THAT INCLUDED
21 THE EMERGENCY ROOM DIRECTOR AT THE HOSPITAL AND OTHER
22 INDIVIDUALS FROM THAT FIRM TO PREPARE THESE RESPONSES, REVIEW
23 CASES, MAKE SUGGESTIONS AND RECOMMENDATIONS ON WHAT SHOULD BE
24 IN THE PLAN OF CORRECTION. AND THEY ARE ALSO RESPONSIBLE FOR
25 SOME ASPECTS OF THE PLAN OF CORRECTION AS APPROPRIATE TO THEIR



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 AREAS. IN ADDITION TO THE INDIVIDUALS WHO ACTUALLY WORK AT
2 KING, WE ALSO HAVE SPOKEN WITH THE LEADERSHIP IN THE COMPANY
3 TO MAKE SURE THAT THEY UNDERSTAND WHAT OUR EXPECTATION
4 REGARDING WHAT THE FIRM IS RESPONSIBLE FOR ON THE GROUND AT
5 THE FACILITY.

6

7 **SUP. BURKE:** ONE OF YOUR RESPONSE WAS THAT A PHYSICIAN
8 ASSISTANT WOULD NOT BE PERFORMING CERTAIN THINGS AND THAT THE
9 ACTUAL EMERGENCY PHYSICIAN WOULD BE DOING THAT. HAVE THEY
10 ACCEPTED THAT RESPONSIBILITY?

11

12 **ANTOINETTE SMITH-EPPS:** YES, THEY HAVE.

13

14 **SUP. BURKE:** I'D LIKE TO ASK MIGUEL JUST A COUPLE OF QUESTIONS.
15 WHEN YOU LOOK AT THE HARBOR PEOPLE, HOW MUCH TIME ARE THEY
16 SPENDING AT MARTIN LUTHER KING HOSPITAL? GOING THROUGH THE
17 DEPARTMENTS AND THE VARIOUS HEADS OF DEPARTMENTS, WHO ARE IN
18 THIS CHART RESPONSIBLE, HOW MUCH TIME ARE THEY ACTUALLY
19 SPENDING AT KING?

20

21 **MIGUEL ORTIZ-MAROQUINN:** WELL, IF WE LOOK AT PHYSICIANS, FOR
22 EXAMPLE, WE HAVE OUR CHAIR OF MEDICINE, WHO SPENDS TWO OR
23 THREE TIMES-- ACTUALLY, HE HAS PRIVILEGES THERE AND HE IS ON
24 THE GROUND WORKING WITH THE CURRENT SERVICE DIRECTOR AT M.L.K.



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 HARBOR. OUR PHARMACY DIRECTOR IS AT M.L.K. HARBOR AT LEAST TWO
2 OR THREE TIMES A WEEK.

3

4 **SUP. BURKE:** WHAT ABOUT THE PHARMACY HEAD? THEY'RE THERE,
5 THAT'S RIGHT. THEY'RE THERE ALL THE TIME. WHAT ABOUT HEAD OF
6 NURSING?

7

8 **MIGUEL ORTIZ-MAROQUINN:** WE HAVE CURRENTLY AT M.L.K. HARBOR, WE
9 HAVE OUR ASSISTANT DIRECTOR OF NURSING AFFAIRS EDUCATION WHO
10 IS SPENDING QUITE A BIT OF TIME IN THERE SETTING UP ALL THE
11 COMPETENCY. THERE'S CONSTANT COMMUNICATION BETWEEN THE CHIEF
12 NURSING OFFICERS IN TERMS OF COORDINATING A PLAN IN THIS
13 COMPETENCY.

14

15 **SUP. BURKE:** YOU KNOW, WE DON'T HAVE VERY LONG. IT WOULD BE, I
16 BELIEVE, VERY HELPFUL IF ALL OF THE PEOPLE ON THIS CHART WOULD
17 HAVE A SCHEDULE SET UP OF WHERE THEY COULD GO IN AND REVIEW
18 WHAT'S HAPPENING THERE. I DON'T EXPECT FOR THEM TO BE WORKING
19 THERE BUT IF, ONCE A WEEK, WE'RE TALKING ABOUT A VERY SHORT
20 TIME, IF, ONCE A WEEK, THEY GO IN AND THEY COME UP WITH A
21 CRITICAL ANALYSIS OF WHAT THEY SEE AND COMPARE IT WITH WHAT
22 THEY EXPECT, IT SEEMS TO ME THAT THAT WOULD BE NOT EXPECTING
23 TOO MUCH OF THE PEOPLE THERE. WE'RE NOT TALKING ABOUT ON A
24 LONG-TERM BASIS BUT IF, ON A SHORT-TERM BASIS, THAT THEY WOULD
25 HAVE A GREATER INVOLVEMENT BECAUSE THAT'S THE ONLY WAY YOU'RE



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 GOING TO BE ABLE TO REALLY CORRECT SOME OF THESE ISSUES. NOW,
2 WE CAN GO BACK AND TALK ABOUT NAVIGANT SHOULD HAVE IDENTIFIED
3 ALL THE STAFF. THAT'S WHERE THEY REALLY FAILED. THEY TOLD US,
4 WHEN WE PAID THEM ALL THAT MONEY, NOT ONLY WOULD THEY GO
5 THROUGH-- AND THEY IDENTIFIED 1,000 ISSUES, RIGHT? OR WAS IT
6 MORE THAN 1,000?

7

8 **ANTOINETTE SMITH-EPPS:** 1,032.

9

10 **SUP. BURKE:** THEY IDENTIFIED A THOUSAND PROBLEMS. THEY WENT
11 THROUGH AND THEY SAID THEY TRIED TO PUT TOGETHER A MECHANISM
12 TO SOLVE AS MANY AS POSSIBLE BUT THE ONE THING THEY ALSO SAID
13 WAS THAT THEY HAD THE CAPACITY TO GET STAFF PEOPLE WHO COULD
14 COME IN WHO COULD PUT THESE THINGS INTO EFFECT. THAT, WE NEVER
15 GOT. THEY JUST DIDN'T HAVE IT. WE ENDED UP WITH MOSTLY
16 TRAVELING NURSES AND EVERYBODY WHO CAME IN CAME IN DURING THE
17 WEEK AND LEFT AND WE NEVER SAW THEM AGAIN AFTER THEIR CONTRACT
18 AND WE DID NOT GET THOSE STAFF PEOPLE. BUT THAT'S WATER UNDER
19 THE BRIDGE. AT THIS POINT, WE HAVE TO BRING IN THE EXPERTS
20 THAT WE HAVE. AND, YOU KNOW, ONE OF THE THINGS I'VE ALWAYS
21 FELT HERE IS THAT YOU SHOULD HAVE, IN THIS SYSTEM, ONE SYSTEM,
22 WHERE ONE PERSON DOESN'T STAY IN ONE HOSPITAL FOR LIFE. THEY
23 SHOULD ROTATE THROUGHOUT THE SYSTEM SO THAT YOU WOULD NOT HAVE
24 THESE KINDS OF GAPS IN TERMS OF SERVICE BECAUSE YOU ALWAYS
25 HAVE IT IF YOU GET THE SAME PEOPLE IN THE NEXT 25 YEARS. IT'S



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 A SYSTEM. IT SHOULD OPERATE AS A SYSTEM AND IT SHOULD BRING IN
2 ALL OF THOSE EXCELLENT THINGS THAT SOME IDENTIFY AND THAT'S
3 REALLY WHAT ONE OF THE THINGS, I THINK, HAS FALLEN DOWN. AND,
4 WHILE WE'RE ALL TALKING ABOUT ALL THESE THINGS THAT FELL DOWN,
5 I THINK THAT ONE OF THE REAL PROBLEMS WITH KING, YOU HAD A NEW
6 HOSPITAL AND A NEW MEDICAL SCHOOL. YOU DID NOT HAVE THE
7 BENEFIT OF EXPERIENCED PEOPLE COMING IN AND WORKING WITH A NEW
8 HOSPITAL. BUT THAT'S 25 YEARS AGO. BY THIS TIME, WE SHOULD
9 HAVE BEEN ABLE TO CORRECT ALL OF THAT. AND I ASSUME THAT WE
10 HAVE THE CAPACITY TO DO IT. SO I REALLY WOULD LIKE TO SEE A
11 SETUP WHERE PEOPLE AT HARBOR ARE COMING IN AT A REGULAR BASIS
12 AND EXPLAIN TO THEM, IT'S NOT FOREVER. IT'S FOR A SHORT TIME.
13 ANYBODY CAN DO THAT FOR A SHORT TIME, EVEN THOUGH I KNOW THEY
14 DON'T WANT TO, BUT IT'S GOING TO BE NECESSARY BECAUSE, YOU
15 KNOW, TALKING ABOUT, WELL, WE'LL BRING IN A CONTRACTOR, WE'VE
16 TALKED TO EVERY HOSPITAL IN THE AREA. WE TALKED TO CATHOLIC
17 HEALTHCARE WEST. WE'VE TALKED TO SISTERS OF CHARITY. THEY ALL
18 LOOK AT IT AND THEY SAY, "WE CAN'T DO THIS. WE CAN'T TAKE THIS
19 OVER." IT'S NOT AS IF-- WE COULDN'T EVEN GET PEOPLE TO TAKE
20 RANCHO OVER AND IT'S ONE OF THE BEST HOSPITALS YOU FIND
21 ANYWHERE AND WE HAD ALL KINDS OF PEOPLE INTERESTED, TALKED,
22 TALKED AND TALKED. BUT, WHEN IT CAME DOWN TO IT, REALLY NEVER
23 CAME TO TAKING OVER. AND, IN KING'S CASE, MOSTLY UNINSURED
24 PATIENTS THAT ARE NOT THE DESIRABLE ONES FOR MOST OF THESE
25 HOSPITALS.



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1

2 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY.

3

4 **SUP. BURKE:** I KNOW MY TIME IS UP.

5

6 **SUP. YAROSLAVSKY, CHAIRMAN:** SUPERVISOR MOLINA.

7

8 **SUP. BURKE:** I GOING TO HAVE TO SAY ONE THING LEFT, ONE LAST
9 THING. YOU RAISED THE ISSUE OF THE RELEASE OF THE TAPE. WHAT
10 ARE THE FEDERAL ISSUES THAT ARE RAISED IF WE RELEASE THAT
11 TAPE? I'D LIKE TO ASK COUNTY COUNSEL.

12

13 **LEELA KAPUR:** SUPERVISOR BURKE, THE ISSUES AREN'T FEDERAL
14 ISSUES. THE CURRENT ISSUE IS THAT THERE'S A SHERIFF'S
15 INVESTIGATION STILL PENDING AND THE SHERIFF'S DEPARTMENT HAS
16 REQUESTED THAT IT NOT BE RELEASED DURING THE PENDENCY OF THEIR
17 INVESTIGATION.

18

19 **SUP. BURKE:** WE HAVE NO H.I.P.A.A. ISSUES? FOR THE PEOPLE WHO
20 ARE IN THERE, IN THAT TAPE?

21

22 **LEELA KAPUR:** WHAT I'VE BEEN TOLD, I PERSONALLY HAVE NOT SEEN
23 THE TAPE, BUT WHAT I'VE BEEN TOLD IS THAT, QUITE FRANKLY, THE
24 QUALITY OF THE TAPE IS SUCH THAT WE DON'T BELIEVE THOSE ARE
25 STRONG CONCERNS, THAT YOU REALLY CAN'T IDENTIFY...



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1

2 **SUP. BURKE:** YOU CAN'T IDENTIFY THE PEOPLE?

3

4 **LEELA KAPUR:** CORRECT.

5

6 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY. SUPERVISOR MOLINA.

7

8 **SUP. MOLINA:** DR. CHERNOF, FROM THE CONVERSATION THAT YOU'RE
9 HEARING TODAY FROM ALL OF US ON OUR END OF IT, WHAT ARE YOU
10 TAKING AWAY FROM THIS?

11

12 **DR. BRUCE CHERNOF:** THAT THIS BOARD IS AS DEEPLY CONCERNED AND
13 AS DEEPLY FRUSTRATED AS ALL OF US ARE. THAT WE'RE HERE FROM
14 FRONT OF YOU TODAY, THAT, AFTER ALL OF THE INCREDIBLE WORK
15 THAT HAS BEEN DONE, ENUMERATED BY THE FOLKS ON EACH SIDE OF
16 ME, THAT, SPECIFICALLY IN THE E.R., BECAUSE I WANT TO BE
17 CLEAR, C.M.S. SURVEY IS ABOUT 28 OR SO CONDITIONS OF
18 PARTICIPATION THAT COVER EVERY ASPECT OF THE HOSPITAL. WHAT
19 THESE CASES SHARE IN COMMON IS THAT THEY OCCURRED IN THE E.R.
20 IT POINTED OUT AN AREA, A SPECIFIC AREA OF WEAKNESS AND WHAT I
21 HEAR FROM ALL OF YOU IS A FRUSTRATION THAT THE SYSTEMS WE HAD
22 IN PLACE DIDN'T PICK UP ON IT SOONER AND THAT YOU ALL WANT TO
23 MAKE VERY SURE, YOU'RE TRYING TO GET A LEVEL OF CONFIDENCE
24 THAT WE'RE DOING THE RIGHT WORK ON BEHALF OF THE CITIZENRY OF
25 THIS COUNTY AND YOU'RE TRYING TO MAKE VERY SURE THAT WE'VE



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 LOOKED UNDER EVERY STONE FOR EVERY OPPORTUNITY AND YOU'RE
2 TRYING TO GET US TO THINK OUT LOUD ABOUT WHAT ALTERNATIVES
3 MIGHT BE. AND THAT GOES TO YOUR MOTION, SUPERVISOR, FOR NEXT
4 WEEK.

5

6 **SUP. MOLINA:** THE MOTION IS FOR NEXT WEEK. AND, IF YOU
7 REMEMBER, THERE WERE THREE PARTS TO IT TO TRY AND FIGURE OUT
8 HOW WE WERE GOING TO DEAL WITH SOME OF THESE ISSUES. AND I
9 THINK THAT THE TOUGHEST ISSUE OF ALL IS IT'S LIKE ANYTHING
10 ELSE. I'M SURE IT'S THE SAME ISSUE THAT IS PENDING IN CONGRESS
11 WITH THE WAR IN IRAQ. IT'S, LIKE, ARE WE SUCCEEDING? ARE WE
12 MAKING HEADWAY? ARE WE ACCOMPLISHING OUR GOALS?

13

14 **DR. BRUCE CHERNOF:** MAY I RESPOND TO THAT, SUPERVISOR MOLINA,
15 BECAUSE SUPERVISOR YAROSLAVSKY RAISED A SIMILAR QUESTION AND I
16 STARTED-- BUT LET ME GIVE A COUPLE OF OTHER EXAMPLES OF PLACES
17 WHERE I THINK WE HAVE BEEN SUCCESSFUL. AND, YOU KNOW, I GUESS
18 I GOT TO START BY SAYING NO AMOUNT OF MY TELLING YOU ABOUT
19 SPECIFIC AREAS OF SUCCESS...

20

21 **SUP. MOLINA:** CAN I JUST STOP YOU BEFORE YOU SAY THAT? YOU
22 KNOW, BECAUSE THAT'S ALSO PART OF WHAT'S GOING ON THAT EVEN IS
23 MORE TROUBLING FOR ME. YOU KNOW, IT'S HAVING SUCCESS IN SOME
24 AREAS IS NO LONGER GOOD ENOUGH ANY MORE.

25



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **DR. BRUCE CHERNOF:** I AGREE.

2

3 **SUP. MOLINA:** AND THAT'S, I THINK, THE ISSUE. AND ANTOINETTE
4 SAID IT, TOO. WE'RE IMPROVING. WE'RE GETTING BETTER. IT'S SORT
5 OF TOO LATE FOR THAT. THERE IS A POINT IN TIME, I MEAN, THIS
6 IS YEAR FOUR FOR ME IN THIS IMPROVEMENT AND TRYING TO GET TO.
7 FOR SOME OF YOU, IT'S NOT YEAR FOUR. AND SO THAT'S THE PART
8 THAT I HOPE YOU'RE NOT INTERPRETING. IT'S-- WE'RE NOT FOCUSED
9 ON-- AND, YOU KNOW, IF YOU WANT ME, I'LL APPLAUD YOU. I'LL GET
10 YOU A CERTIFICATE FOR THE GOOD THINGS YOU'VE DONE BUT THAT IS
11 NOT KEEPING THIS HOSPITAL SAFE AND OPEN. AND SO IT IS THE
12 TERRIBLE THINGS THAT HAVE GONE ON THAT ARE KILLING US. IT IS
13 THE FACT THAT 60 PERCENT OF THE NURSES ARE NOT PASSING BASIC
14 COMPETENCY SKILLS AT THIS POINT IN TIME. THIS IS NOT JUST
15 AFTER NAVIGANT. THIS IS AFTER WHATEVER THAT FIRST NURSING
16 CONTRACT THAT WE HAD, FOUR YEARS AGO, YOU WEREN'T HERE, NONE
17 OF YOU WERE HERE, AND WE APPROVED IT AND IT COST US A LOT OF
18 MONEY BECAUSE EVERYBODY SAID, GUESS WHAT? THE NURSES CAN'T
19 PASS BASIC COMPETENCY TESTS. SO WE HIRED A WHOLE GROUP OF
20 NURSE TRAINERS, I GUESS THEY WERE, GAVE THEM A HELL OF A LOT
21 OF MONEY, I DON'T REMEMBER, GENEVIEVE KNOWS THE CONTRACT
22 BETTER THAN I DO BECAUSE SHE HATED IT FROM DAY ONE. AND THEY
23 CAME IN AND SAID WE'RE GOING TO TAKE THESE NURSES FROM HERE TO
24 THERE AND "THERE" MEANT SUCCESS. AND THEN NAVIGANT CAME IN AND
25 SAID, "THEY DID A LOUSY JOB. THEY DIDN'T REALLY MOVE THE



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 NURSES FROM HERE TO THERE, THEY BARELY MOVED THEM A STEP." AND
2 THEN NAVIGANT-- WE SPENT ALL THIS MONEY AND THEN NAVIGANT
3 SAID, "WELL, THERE'S JUST TOO MUCH TO DO SO WE CAN'T DO ANY OF
4 IT BUT YOU STILL GOT TO PAY US." SO IT'S-- WE'RE, JUST, LIKE,
5 IT'S, LIKE, TOO LATE. IT'S, LIKE, YOU CAN'T-- WE CAN'T LOOK AT
6 THE GOOD THINGS. HONESTLY, HONESTLY, HONESTLY, WE CAN'T. I
7 MEAN, THE UNION IS SAYING, "IT'S NOT ALL OF THE EMPLOYEES." OF
8 COURSE IT'S NOT BUT ALL YOU NEED IS ONE. YOU NEED ONE BAD
9 EMPLOYEE TO SINK YOU. ONE. WHY? BECAUSE YOU'RE BEING
10 SCRUTINIZED. NOT JUST BY THE L.A. TIMES, NOT JUST BY C.M.S.,
11 BUT BY EVERY CAMERA HERE, EVERY PERSON THAT WALKS IN. SO WE'RE
12 BEYOND THAT. SO LET'S NOT LOOK AT THE GOOD THINGS. HOW ARE YOU
13 GOING TO FIX ALL THE BAD THINGS? AND WHEN?

14

15 **DR. BRUCE CHERNOF:** WELL, SUPERVISOR, THE TEAM THAT'S IN FRONT
16 OF YOU HERE TODAY IS WORKING THROUGH THE MOST IMPORTANT ISSUES
17 FIRST. AND, TODAY, WE'VE BROUGHT BEFORE YOU THE PLAN THAT WE
18 HAVE SUBMITTED TO C.M.S., WHICH IS BEING VERY CLOSELY
19 MONITORED. THE WAY WE SOLVE THESE PROBLEMS IS ONE AT A TIME OR
20 GROUPS AT A TIME AND THE MOST IMPORTANT ONES FIRST. AND I
21 GUESS THE ONE COMMENT I DID WANT TO MAKE IS WE HAVE DONE THAT
22 IN AREAS. AREAS THAT WERE PREVIOUSLY PROBLEMS IN THE C.M.S.
23 SURVEY, WE HAVE GOTTEN OUR ARMS AROUND BUT I AM NOT MAKING
24 EXCUSES FOR THE AREAS WHERE THERE ARE STILL PROBLEMS BECAUSE I
25 AGREE WITH YOU. ALL IT TAKES IS AN INDIVIDUAL EMPLOYEE AND



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 YOU'RE NOT JUDGED BY ALL THE GOOD CASES, YOU'RE JUDGED BY THE
2 BAD ONES.

3

4 **SUP. MOLINA:** THAT'S RIGHT.

5

6 **DR. BRUCE CHERNOF:** SO WE ARE FOCUSED ON STABILIZING AND FIXING
7 THOSE AREAS WHERE KEY PROBLEMS REMAIN.

8

9 **SUP. MOLINA:** WELL, YOU ALREADY KNOW, I MEAN, THIS ONE PATIENT
10 WITH THE NEUROLOGICAL PROBLEMS THAT YOU COULDN'T ADDRESS HIM,
11 I MEAN, RIGHT NOW, WHERE COULD YOU TAKE HIM? RIGHT NOW, IF
12 SOMEBODY WALKS IN AND HAS PSYCHIATRIC PROBLEMS IN THE
13 EMERGENCY, WHERE DO YOU PUT HIM OR HER?

14

15 **ANTOINETTE SMITH-EPPS:** WHEN A PSYCH PATIENT COMES INTO THE
16 EMERGENCY DEPARTMENT, WE HAVE TO RULE OUT THAT THEY HAVE A
17 MEDICAL CONDITION. ASSUMING THAT INDIVIDUAL DOES NOT HAVE A
18 MEDICAL CONDITION THAT REQUIRES THEM TO RECEIVE MEDICAL CARE,
19 THEN WHAT WE DO IS WE CONTACT THE DEPARTMENT OF MENTAL HEALTH,
20 THE P.M.R.T., THE FOLKS WHO DO THE...

21

22 **SUP. MOLINA:** I KNOW WHAT THE PROCESS IS. WHERE DO THEY GO?

23

24 **ANTOINETTE SMITH-EPPS:** THEY WAIT IN THE EMERGENCY DEPARTMENT
25 UNTIL...



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1

2 **SUP. MOLINA:** HOW LONG?

3

4 **ANTOINETTE SMITH-EPPS:** IT DEPENDS ON THE CAPACITY OF THE
5 SYSTEM AT THE TIME.

6

7 **SUP. MOLINA:** OH, I UNDERSTAND THAT. YOU SEE, THAT'S THE SAME
8 PROBLEM WE WERE CITED FOR. YOU SEE, THAT IS WHAT WE WERE CITED
9 FOR.

10

11 **ANTOINETTE SMITH-EPPS:** WHAT WE HAVE IS AN EXPEDITED PROCESS...

12

13 **SUP. MOLINA:** NO, YOU DON'T HAVE AN EXPEDITED PROCESS, MS.
14 EPPS, YOU DON'T HAVE IT BECAUSE THERE'S NO BED AVAILABLE.

15

16 **ANTOINETTE SMITH-EPPS:** WE HAVE A PROCESS.

17

18 **SUP. MOLINA:** NO, YOU HAVE A PROCESS BUT YOU DON'T HAVE A BED.

19

20 **ANTOINETTE SMITH-EPPS:** TO WORK WITH, IN PARTICULAR,
21 L.A.C./U.S.C. TO QUICKLY ESCALATE INDIVIDUALS WHO ARE
22 EXCEEDING TIME PERIODS THAT WE CONSIDER SAFE TO MOVE THEM
23 TO...

24



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **SUP. MOLINA:** L.A.C./U.S.C. DOES NOT HAVE ANY BEDS. THEY ALWAYS
2 GET MORE PEOPLE.

3

4 **ANTOINETTE SMITH-EPPS:** I UNDERSTAND THAT.

5

6 **SUP. MOLINA:** SO WHAT I'M SAYING IS THAT'S NOT RESOLVED. SO
7 THAT PERSON, WHO HAS A PSYCHIATRIC PROBLEM, IS GOING TO GO TO
8 THE HOSPITAL AND SIT AND WAIT. IT COULD BE TWO HOURS, 12
9 HOURS, 26 HOURS...

10

11 **ANTOINETTE SMITH-EPPS:** AND THEY'RE GOING TO HAVE A NURSING
12 ATTENDANT WITH THEM. THEY'RE GOING TO HAVE A PHYSICIAN AND
13 THERE'S A REGISTERED NURSE RESPONSIBLE. ANY PATIENT, WHETHER
14 THEY'RE A PSYCH PATIENT, A NEUROSURGERY PATIENT, WHATEVER
15 PATIENT COMES THROUGH OUR DOORS, IT IS OUR OBLIGATION TO CARE
16 FOR THOSE PATIENTS.

17

18 **SUP. MOLINA:** THOSE ARE WORDS, MS. EPPS. THOSE ARE WORDS. BUT
19 THE POLICY SHOULD BE TO GET THAT PERSON INTO A BED. THIS
20 HOSPITAL CAN'T DO THAT.

21

22 **DR. BRUCE CHERNOF:** THIS HOSPITAL NO LONGER PROVIDES INPATIENT
23 PSYCHIATRY SERVICES. IT'S LIKE EVERY OTHER COMMUNITY HOSPITAL
24 THAT DOESN'T HAVE AN INPATIENT PSYCH WARD.

25



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **SUP. MOLINA:** I UNDERSTAND THAT BUT, AT THE SAME TIME, THAT--
2 C.M.S. IS ASKING YOU TO ADDRESS THAT AND IT ISN'T BY POLICY.
3 IT'S ASKING YOU TO FIND THAT PERSON A BED. YOU CAN'T HAVE THAT
4 PERSON SITTING THERE WAITING 17 HOURS. THAT'S WHAT IT SAID.
5 DID IT NOT SAY THAT?

6

7 **ANTOINETTE SMITH-EPPS:** THEY SAID THAT BUT WHAT I READ INTO
8 WHAT THEY SAID WAS THAT WE HAD TO DEMONSTRATE, BY WHAT WE
9 DOCUMENTED IN THE PATIENT'S RECORD, WHAT OUR EFFORTS WERE TO
10 FIND A BED FOR THAT PATIENT AND WHAT CARE THE PATIENT RECEIVED
11 IN THE INTERIM WHILE WE WERE LOOKING FOR A BED FOR THEM.

12

13 **SUP. MOLINA:** AND IF HE WALKED AWAY DURING THAT TIME, WHAT
14 WOULD HAPPEN?

15

16 **ANTOINETTE SMITH-EPPS:** I BEG YOUR PARDON? IF THE PATIENT LEFT
17 WITHOUT BEING SEEN?

18

19 **SUP. MOLINA:** I'M SORRY?

20

21 **ANTOINETTE SMITH-EPPS:** ARE YOU ASKING ME IF THE PATIENT LEFT
22 WITHOUT BEING SEEN?

23

24 **SUP. MOLINA:** NO, NO. IF, WHILE HE IS WAITING, WHILE YOU ARE
25 GOING THROUGH THIS PROCESS, IF HE GETS UP AND WALKS AWAY.



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1

2 **ANTOINETTE SMITH-EPPS:** THE REASON WE HAVE A NURSING ATTENDANT
3 ASSIGNED INDIVIDUALLY TO EACH PSYCH DEPARTMENT WHO'S IN THE
4 EMERGENCY ROOM IS TO PREVENT THEM FROM WALKING AWAY.

5

6 **SUP. MOLINA:** BUT THEY DO.

7

8 **ANTOINETTE SMITH-EPPS:** AND, WHEN THEY WALK AWAY, WE ATTEMPT TO
9 GET THEM NOT TO WALK AWAY BUT THE PATIENT, IF THEY'RE NOT ON A
10 HOLD, CAN DO THAT. THEY CAN LEAVE THE FACILITY. WE CAN'T MAKE
11 A PATIENT STAY IF WE DON'T HAVE THAT PATIENT ON A HOLD. THAT'S
12 WHY WE'VE CALLED THE P.M.R.T. TEAM TO COME IN BECAUSE WE CAN
13 NO LONGER PLACE A PATIENT ON ANYTHING OTHER THAN AN EIGHT HOUR
14 HOLD. IF THAT EIGHT HOURS EXPIRES, THEN WE HAVE TO GO INTO
15 THE...

16

17 **SUP. MOLINA:** THAT'S THE SAME THING. SOMEHOW, I FEEL THAT YOU
18 DON'T SENSE THE URGENCY ON OUR PART AND I DON'T THINK WE'RE
19 COMMUNICATING IN THE SAME LANGUAGE AT ALL AND THAT'S THE
20 BIGGEST PROBLEM. AND I DON'T KNOW IF YOU'RE COMMUNICATING IN
21 THE SAME LANGUAGE TO C.M.S. AND ALL THE PEOPLE WHO WERE-- AND--
22 - BUT-- AND THAT'S-- I'M REALLY CONCERNED BUT I'M NOT SO SURE
23 THAT WE ARE COMMUNICATING EFFECTIVELY. IT ISN'T JUST-- IT'S
24 THE LOSS OF CONFIDENCE BUT IT'S A RESPONSIBILITY THAT WE HAVE.
25 AND, RIGHT NOW, I'M KEEPING A HOSPITAL OPEN THAT I DON'T KNOW



The Meeting Transcript of
The Los Angeles County Board of Supervisors

1 THAT WE SHOULD HAVE THAT KIND OF CONFIDENCE. IT NO LONGER CAN
2 BE ON THE MEND. IT IS EITHER MENDED OR IT SHOULD BE CLOSED.
3 AND DO WE JUST WAIT FOR A FEDERAL SET OF REGULATORS TO TELL US
4 THAT OR DO WE DO IT OURSELVES, WITH THE IDEA THAT WE HAVE TO
5 HAVE A PLAN IN PLACE AS TO HOW DO REOPEN IT, HOW TO GET IT
6 MOVING. WE CAN STAND HERE AND ACT FRUSTRATED ABOUT IT ALL, WE
7 KNOW THAT, AND THERE MAY NOT BE OPTIONS OUT THERE FOR US BUT
8 IT DOES SEEM TO ME THAT WE MAY BE DOING OURSELVES MORE HARM
9 THAN GOOD BY KEEPING IT OPEN WHEN WE'RE STILL TRYING TO GET UP
10 TO SPEED WHEN WE'RE ON OUR LAST LEG. IT JUST-- IT DOESN'T SEEM
11 LIKE YOU UNDERSTAND THAT PART. AT LEAST, THAT'S THE PART THAT
12 I UNDERSTAND. MY OWN COLLEAGUES CAN SPEAK FOR THEMSELVES BUT I
13 KNOW THAT, YOU KNOW, AND EVEN WHEN I BROUGHT IN MY MOTION TWO
14 WEEKS AGO AND I SAID START PREPARING CONTINGENCY PLANS, THAT
15 DIDN'T MEAN TO TAKE THE PATIENTS OUT THAT DAY AND START MOVING
16 THEM OUT. THAT STARTS-- PLAN CONTINGENCY FOR THE DAY THEY MAY
17 COME AND CLOSE US SO THAT WE WON'T BE JUST FLOODING THE SYSTEM
18 THAT DAY, WE'LL KNOW EXACTLY WHAT WE'RE GOING TO DO. AND I'M
19 VERY CONCERNED THAT MAYBE YOU'RE NOT GETTING A SENSE OF
20 URGENCY IN THAT REGARD. AND I THINK SOME OF US ARE AS
21 DELICATELY TRYING TO COMMUNICATE AS POSSIBLE AND I'M NOT SO
22 SURE.

23

24 **ANTOINETTE SMITH-EPPS:** I THINK THAT YOU POINTED OUT IN YOUR
25 COMMENTS THE INHERENT DIFFICULTY IN COMING UP WITH A



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 CONTINGENCY PLAN. THAT IS THAT THERE AREN'T BEDS AVAILABLE.
2 THE INHERENT DIFFICULTY WITH COMING UP WITH A PLAN IS THAT
3 THERE ISN'T A PLACE FOR A LOT OF THESE PATIENTS TO GO.

4

5 **SUP. MOLINA:** I UNDERSTAND BUT IF YOU THINK-- BUT YOU HAVE TO
6 START FROM ONE PREMISE, THOUGH. SO WE HAVE TO MAKE A
7 DETERMINATION ON OUR ABILITY TO CARE, ALL RIGHT? IS IT BETTER
8 TO GO WAIT IN LINE, IN A LONGER LINES AT L.A. COUNTY U.S.C. OR
9 TO KEEP A EMERGENCY ROOM OPEN THAT DOESN'T MEET THE STANDARDS
10 OF CARE? AND I SAY DOES YOU NOT MEET, NOT WILL MEET OR IS
11 IMPROVING TO MEET BUT DOES NOT MEET THE STANDARDS OF CARE. I
12 THINK I'D RATHER GO WAIT.

13

14 **ANTOINETTE SMITH-EPPS:** I UNDERSTAND YOUR POINT. I UNDERSTAND
15 YOUR CONCERN AND I AM JUST AS CONCERNED AND IF I'VE FAILED TO
16 CONVEY A LEVEL OF URGENCY, THEN THAT'S SOMETHING THAT I REGRET
17 BECAUSE I AM VERY CONCERNED. YOU KNOW, ONE OF MY-- A BASIC
18 TENET OF MY BELIEF IS THAT EVERYBODY, EVERY PERSON IN THIS
19 COUNTRY, NOT JUST IN MY IMMEDIATE VICINITY, BUT EVERY PERSON
20 DESERVES QUALITY HEALTHCARE CLOSE TO WHERE THEY LIVE. RIGHT
21 NOW, WE ARE HAVING A GREAT DEAL OF DIFFICULTY MAKING SURE THAT
22 THAT HAPPENS AND THAT FRUSTRATES ME TO NO END.

23

24 **SUP. MOLINA:** MS. EPPS, ONE OF THE THINGS I CAN TRUST IN
25 WORKING AND TALKING TO YOU THIS LAST MONTHS IS THAT I WOULD



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 TRUST MYSELF TO YOUR CARE BUT I DON'T KNOW THAT I WOULD TRUST
2 MYSELF TO SOME OF THE PEOPLE THAT YOU SUPERVISE AND THAT'S THE
3 PROBLEM.

4

5 **ANTOINETTE SMITH-EPPS:** I UNDERSTAND YOUR CONCERN. I CERTAINLY
6 DO. AND, AS WE'VE DISCUSSED IN PRIVATE AND IN THESE SESSIONS,
7 I WISH THAT I COULD SAY SOMETHING THAT COULD ASSURE YOU BUT I
8 DON'T BELIEVE THAT I CAN. SO ALL I CAN IS TO TRY TO ANSWER
9 YOUR QUESTIONS, WHICH I HAVE TRIED TO DO, AND WE JUST HAVE TO
10 AGREE THAT I CAN'T SATISFY YOU ON THAT POINT.

11

12 **SUP. MOLINA:** I APPRECIATE YOUR TRYING.

13

14 **SUP. YAROSLAVSKY, CHAIRMAN:** I MEAN, I THINK THIS IS, IN PART,
15 THE NUB OF IT RIGHT HERE. I MEAN, THE CONTINGENCY, WHATEVER
16 THAT CONTINGENCY IS GOING TO BE, AND THAT YOU'VE BEEN NOODLING
17 ON FOR QUITE SOMETIME AND I ASSUME PREPARING AS WELL, I'VE
18 NEVER BELIEVED, AND I WANT TO SAY IT TODAY, IF WE LOSE THE
19 CONTRACT WITH THE FEDERAL GOVERNMENT AND EVERYTHING ELSE
20 THAT'S PRECEDED IT, THAT'S LED TO THAT POINT, ALL WE'VE TALKED
21 ABOUT TODAY AND ALL THE STUDIES AND THE INSPECTIONS AND ALL,
22 I'M NOT GOING TO VOTE TO KEEP THAT HOSPITAL OPEN. I JUST DON'T
23 KNOW HOW THE, HOW THE COUNTY-- AND I KNOW WHAT YOUR VIEWS ARE,
24 YOU AND I HAVE DISCUSSED THEM. I CAN'T-- I MEAN, IT'S HARD
25 ENOUGH TO KEEP IT OPEN NOW AND IT HAS BEEN VERY HARD AND



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 WE'VE-- TO DO IT OVER THE LAST THREE YEARS AND I THINK WE MADE
2 THE RIGHT DECISION TO TRY TO FIX IT WHILE WE'VE KEPT IT OPEN;
3 HOWEVER, WE'RE AT THE END OF THE LINE. THESE DAYS, THE MONTH
4 OF JULY OR THE DAYS OF DECISION AND WE ARE-- THERE'S NO POINT
5 IN HAVING GONE THROUGH ALL THIS, HAVING THE FEDERAL GOVERNMENT
6 CUT US OFF AND THEN SAY, "WELL, WE'RE GOING TO OPERATE IT
7 ANYWAY." WE'RE NOT GOING TO BE ABLE TO DO THAT. YOU KNOW, THE
8 PEOPLE IN-- YOU MADE A VERY INTERESTING COMMENT, MS. EPPS,
9 THAT PEOPLE ARE ENTITLED TO QUALITY HEALTH CARE NEAR WHERE
10 THEY LIVE. QUALITY HEALTHCARE IS MORE IMPORTANT THAN NEAR
11 WHERE THEY LIVE.

12

13 **ANTOINETTE SMITH-EPPS:** I AGREE WITH YOU.

14

15 **SUP. YAROSLAVSKY, CHAIRMAN:** AND I WAS BORN A LONG WAY FROM MY
16 MOTHER'S HOUSE, MY MOTHER'S APARTMENT. SHE HAD TO GO A LONG
17 WAY, IN THOSE DAYS, WITH HER 1943 PLYMOUTH, TO DELIVER ME BUT
18 SHE GOT QUALITY CARE AND QUALITY IS THE KEY. AND, SO, I JUST,
19 I MEAN-- I-- IN A, YOU KNOW, IN A VERY SIMPLE WAY, I MEAN,
20 WE'VE BEEN TELLING YOU FOR QUITE AWHILE NOW, ASKING YOU NOT SO
21 MUCH TELLING YOU IS BE PREPARED FOR THE, YOU KNOW, FOR THE
22 WORST CASE SCENARIO AND WE MAY VERY WELL FACE THE WORTH THE
23 CASE SCENARIO AND WE NEED TO BE PREPARED FOR IT. IF WE GET A
24 GOOD CASE SCENARIO, GOD BLESS US, THEN ALL THAT WORK'S BEEN AN
25 INTERESTING EXERCISE BUT WE NEED TO BE PREPARED FOR THE WORST



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 CASE SCENARIO. AND MY FEAR IS THAT WE-- SEE, NOBODY'S
2 QUESTIONING THE WORK YOU'VE DONE AND THE EFFORT YOU'VE PUT
3 INTO IT. WHAT'S PUZZLING TO ME, AND I THINK TO MY COLLEAGUES,
4 AS WELL, IS THAT ALL THE REPORTS THAT WE GOT WERE SO POSITIVE
5 AND OPTIMISTIC AND-- ALMOST NOT A HINT OF DIFFICULTY OTHER
6 THAN TRAINING TAKES TIME AND WE'RE MAKING PROGRESS EVERY DAY,
7 EVERY MONTH, ET CETERA. AND IT JUST DIDN'T APPEAR TO BE
8 ANYWHERE NEAR-- FROM MY PERSPECTIVE, NEAR-- WARRANTED THAT
9 DEGREE OF OPTIMISM, BUT, ANYWAY, I'M REPEATING MYSELF. OKAY.
10 SUPERVISOR ANTONOVICH? ANYBODY ELSE? THERE'S NO ACTION
11 REQUIRED ON THIS. THIS IS-- THE MOTION WAS REALLY TO-- OH, WE
12 HAVE SOME PUBLIC COMMENT.

13

14 **SUP. KNABE:** NO, I THINK THERE IS A LITTLE BIT OF ACTION
15 REQUIRED AND I THINK IT WAS PRETTY OBVIOUS.

16

17 **SUP. YAROSLAVSKY, CHAIRMAN:** NO, I MEAN, BUT THE MOTION ITSELF
18 DOES NOT CONTEMPLATE ANY DIRECT ACTION. PUBLIC COMMENT NOW.
19 CHRIS EDWARDS. I WILL CALL FOUR PEOPLE AT A TIME. CHRIS
20 EDWARDS. NELLE W. ANNIE PARK AND MORRIS GRIFFIN. I SEE CHRIS
21 EDWARDS. IS NELLE W. HERE? NO? ANNIE PARK? SHE'S COMING.
22 MORRIS GRIFFIN? JOSHUA RUTKOFF? OKAY. KATHY OCHOA WILL GO
23 BEFORE MR. RUTKOFF.

24



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **CHRIS EDWARDS:** GOOD AFTERNOON. THANK YOU FIRST FOR LETTING THE
2 REPORT BE HEARD BEFORE THE PUBLIC WAS ASKED TO SPEAK. IT GAVE
3 US AN OPPORTUNITY TO HEAR WHAT YOU HEARD AT THE SAME TIME
4 THOUGH I SHOULD HAVE WORN MY HIP WADERS BECAUSE IT GOT PRETTY
5 DEEP IN HERE. CAMDEN AND NAVIGANT BOTH ASSURED YOU THE NURSES
6 HAD BEEN FULLY ASSESSED, FULLY AND APPROPRIATELY CERTIFIED,
7 ALL THE I'S DOTTED AND ALL THE T'S CROSSED AND DR. CHERNOF HAS
8 THE UNMITIGATED GALL TO SIT HERE AFTER HE WORKED AS DR.
9 GARTHWAITE'S RIGHT HAND MAN DURING MOST OF THE NAVIGANT
10 TRANSITION. THAT, OH WELL, IT DIDN'T HAPPEN? YOU KNOW, THAT'S
11 THREE YEARS. I CANNOT POSSIBLY BELIEVE THE NURSING STAFF AT
12 KING DREW, NOW KING HARBOR, WERE THAT ABSOLUTELY OFF THE MARK.
13 THAT, AFTER THREE YEARS OF REMEDIATION, BECAUSE THAT'S WHAT
14 HAPPENED WITH CAMDEN AND THAT'S HAPPENED WITH NAVIGANT. THOSE
15 NURSES HAVE BEEN REMEDIATED FOR THREE YEARS. THERE'S NO WAY IN
16 HECK THOSE NURSES WERE THAT DENSE, I CAN ASSURE YOU THAT OR
17 WE'D HAVE HAD WORSE PROBLEMS. SO, AFTER THREE YEARS OF
18 REMEDICATION, THEY STILL NEED REMEDIATION, 60 PERCENT. THERE'S
19 A PROBLEM WITH THAT PICTURE. THE PROBLEM IS DR. CHERNOF IS NOT
20 BEING HONEST, FORTHRIGHT OR DIRECT WITH YOU, NEITHER IS MS.
21 EPPS. THE C.N.O. SHOULD HAVE BEEN HERE BECAUSE SHE IS THE HEAD
22 OF THE NURSING STAFF. YOUR KEY PROBLEM IS WITH THE NURSES. SHE
23 WAS THE MOST QUALIFIED INDIVIDUAL TO ANSWER QUESTIONS ABOUT
24 THE NURSING STAFF YET SHE WAS NOT HERE. BECAUSE IF SHE WAS
25 DOING THE EXEMPLARY WORK THAT DR. CHERNOF SAID SHE WAS DOING,



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 WE WOULDN'T HAVE THE REPORTS FROM C.M.S. THAT WE'RE HAVING. SO
2 SHE NEEDED TO BE HERE AND YOU SHOULD HAVE DEMANDED HER
3 PRESENCE HERE BECAUSE SHE IS THE WINDOW OF THE NURSING WORLD
4 AT THE HOSPITAL. SHE IS A LICENSED REGISTERED NURSE FOR THAT
5 PURPOSE. SO DR. CHERNOF PILED IT REALLY HIGH AND DEEP FOR YOU
6 AND YOU BOUGHT IT. OKAY? NEXT TIME, JUST HAVE HIM BRING THE
7 COW, OKAY?

8

9 **SUP. YAROSLAVSKY, CHAIRMAN:** THANK YOU, MS. PARK, YOU'LL BE
10 NEXT. JOSHUA RUTKOFF. ANNIE PARK.

11

12 **ANNIE PARK:** GOOD AFTERNOON, SUPERVISORS, MY NAME IS ANNIE
13 PARK. I'M HERE REPRESENTING COMMUNITY HEALTH COUNCILS. WE ARE
14 A NONPROFIT HEALTH EDUCATION ADVOCACY ORGANIZATION IN SOUTH
15 L.A.

16

17 **SUP. YAROSLAVSKY, CHAIRMAN:** GET A LITTLE CLOSER TO THE MIC.
18 THANKS. SHE'S GOING THE FIX THAT RIGHT NOW.

19

20 **ANNIE PARK:** I'M HERE TODAY TO BRING TO YOUR ATTENTION A SIGN-
21 ON LETTER THAT WE, AS WELL AS OTHER COMMUNITY LEADERS, HAVE
22 SENT TO YOUR OFFICES. THE LETTER OUTLINES OUR DEEP
23 DISAPPOINTMENT AND FRUSTRATION WITH THE APPARENT LACK OF
24 PROGRESS IN ENSURING QUALITY CARE AND SERVICES FOR M.L.K.
25 HARBOR PATIENTS. WE CALL FOR IMMEDIATE ACTION IN RESPONSE TO



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 WHAT WE SEE AS A FULL-FLEDGED EMERGENCY. THAT BEING SAID, WE
2 ASK THAT ANY CONTINGENCY PLANNING THAT IS UNDERTAKEN BE
3 THOROUGH AND EXHAUSTIVE OF ALL OPTIONS, INCLUDING STATE AND
4 FEDERAL INTERVENTION. MOST IMPORTANTLY, WE ASK THAT ALL PLANS
5 MOVE TOWARD THE END GOAL OF PROVIDING QUALITY CARE WITHOUT ANY
6 DISRUPTION OF SERVICES. THIS HOSPITAL REMAINS A CRITICAL
7 RESOURCE IN AN UNDERSERVED AREA. AND THE CLOSURE OF THE E.R.
8 FOR ANY PERIOD OF TIME, WHETHER PERMANENT OR TEMPORARY, WILL
9 HAVE DETRIMENTAL CONSEQUENCES FOR THE HEALTH OF THE COMMUNITY.
10 THANK YOU.

11

12 **SUP. YAROSLAVSKY, CHAIRMAN:** THANK YOU. ARNOLD SACHS. HANG ON
13 ONE SECOND. IS KATHY OCHOA NOT HERE? KATHY, COME ON DOWN. AND
14 THEN ARNOLD SACHS COME ON DOWN, ALSO. MR. GRIFFITH?

15

16 **MORRIS GRIFFITH:** THANK YOU, CHAIR. AFTER LISTENING TO THIS--
17 THESE STATEMENTS FROM OUR HEADS, I CAN'T TELL YOU THAT I'M NOT
18 DISAPPOINTED. AND THE ONE THING I THINK NEEDS TO BE HEARD IS
19 THAT THERE NEEDS TO BE AN INFRASTRUCTURE PUT IN PLACE. I'M NOT
20 SATISFIED WITH THE FACT THAT WE HAVEN'T HEARD HOW MANY
21 DIFFERENT FILES HAVE TO BE PULLED OR HOW MANY FILES THERE ARE.
22 TO KNOW THAT THERE WERE 60 FILES AND THAT 17TH CAME OUT
23 INCORRECT MAKES ME WONDER, HOW MANY FILES IS THERE IN ALL
24 TOTAL? WHEN WE TALK ABOUT THE VARIOUS TRANSPORTATION, WHAT
25 KIND OF TRANSPORTATION WILL BE DEALT WITH IN TERMS OF BRINGING



The Meeting Transcript of
The Los Angeles County Board of Supervisors

1 THEM FROM POINT A TO POINT B? I THINK THAT SHOULD HAVE BEEN
2 MENTIONED. BUT WHAT'S MORE TROUBLING IS THAT THERE'S NOT AN
3 INFRASTRUCTURE IN PLACE. YOU HIT THE NAIL ON THE HEAD, MS.
4 MOLINA, SUPERVISOR MOLINA, WHEN YOU SAID, YOU KNOW, I'M JUST
5 NOT SATISFIED WITH YOUR RESPONSE IN TERMS OF URGENCY. AND WHAT
6 I WOULD LIKE TO HEAR AND WHAT I WOULD LIKE TO HAVE HEARD IS
7 THAT WE WILL HAVE A NEUROLOGICAL DEPARTMENT WITH BEDS
8 AVAILABLE. I THINK THAT WE ARE THAT PROGRESSIVE ENOUGH TO
9 WHERE WE COULD FIND OUT IF-- WHAT HOSPITALS ARE AVAILABLE THAT
10 COULD SUCCEED IN DEALING WITH OUR NEEDS. IT'S JUST MIND
11 BOGGLING HOW WE'RE SITTING UP HERE MAKING EXCUSES FOR PEOPLE
12 WHO ARE HIRED TO DO JOB AND THEY'RE DOING-- OUR BACKS ARE UP
13 AGAINST THE WALL AND I'LL BE HONEST WITH YOU, I DON'T SEE
14 WHERE WE CAN PASS THIS THINGS COME SIX DAYS FROM NOW. SO I
15 JUST URGE THAT WE DON'T THROW THE BABY OUT WITH THE BATH WATER
16 BUT, AT THE SAME TIME, THROW THAT BATH WATER OUT.

17

18 **SUP. MOLINA:** CAN I ASK A QUESTION? YOU AND I KNOW EACH OTHER
19 AND WE'VE BEEN DEALING ON THIS ISSUE FOR WELL ON OVER FIVE
20 YEARS. WHY IS IT THAT ALL OF A SUDDEN-- I MEAN, INITIALLY, THE
21 COMMUNITY WAS COMING IN IN DROVES. WE WERE HEARING FROM
22 ELECTED OFFICIALS AND EVERYONE. I MEAN, WE HAVE NOT HEARD A
23 PEEP FROM ANYONE ON THE LATEST ROUND OF ERRORS AND PROBLEMS
24 AND ISSUES. IS THE COMMUNITY GIVING UP ON MARTIN LUTHER KING?

25



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **MORRIS GRIFFITH:** THAT IS THE CONSENSUS. MANY OF THEM ARE
2 FEELING THAT IT'S NOT TIME TO KEEP HOPE ALIVE. MANY OF THEM
3 FEEL THAT THIS IS BY DESIGN. MANY OF THEM ARE HOLDING YOU, THE
4 BOARD OF SUPERVISORS, ACCOUNTABLE, SAYING THAT YOU
5 INTENTIONALLY DONE THIS. WE FIND IT DIFFICULT TO BELIEVE THAT
6 THIS HOSPITAL, YOU KNOW, WAS OPERATING IN THE BLACK FOR YEARS
7 AND NOW, ALL OF A SUDDEN, IS OPERATING IN THE RED. SO WHEN
8 YOU...

9

10 **SUP. MOLINA:** IN THE BLACK HOW? IN THE BLACK FINANCIALLY?

11

12 **MORRIS GRIFFITH:** WELL, WHEN I SAY-- IN THE GREEN OR, YOU KNOW,
13 THERE WASN'T PROBLEMS FOR A LONG TIME AND THEN, ALL OF A
14 SUDDEN, THERE WAS.

15

16 **SUP. MOLINA:** OH, BUT THERE WERE.

17

18 **MORRIS GRIFFITH:** BUT WE WEREN'T MADE AWARE OF IT TO THE EXTENT
19 THAT WE WERE OVER THE PAST FOUR YEARS.

20

21 **SUP. YAROSLAVSKY, CHAIRMAN:** THAT'S A DIFFERENT STORY.

22

23 **MORRIS GRIFFITH:** OVER THE PAST FOUR YEARS. I MEAN, WE KNEW
24 ABOUT THEM OVER THE PAST FOUR YEARS BUT, BEYOND THAT, THEY
25 WERE MINIMAL.



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1

2 **SUP. YAROSLAVSKY, CHAIRMAN:** WELL, THAT'S NOT TRUE.

3

4 **SUP. MOLINA:** I DON'T THINK WE'RE BEING VERY HONEST WITH EACH
5 OTHER. COME ON, WE KNEW OF PROBLEMS EXCEPT WE KEPT PUTTING IN
6 THE FIX ALL THE TIME. IT DIDN'T GET TO BE VERY SEVERE UNTIL WE
7 HAD THE FIVE DEATHS FOUR YEARS AGO IN DECEMBER, IF YOU
8 REMEMBER.

9

10 **MORRIS GRIFFITH:** AND THIS LAST ONE REALLY WAS THE TIP OF THE
11 ICEBERG WITH THIS LADY IN THE HALLWAY AND CUSTODIANS MOPPING
12 AROUND HER AND THEN TO FIND THAT WE HAD SOMEONE THAT HAD A
13 TUMOR AND STAYED AROUND FOR FOUR DAYS. THIS IS JUST TOTALLY
14 UNACCEPTABLE TO US AS TO WHY THIS STAFF WOULD NOT INSTRUCT
15 THEM OR TAKE THEM LITERALLY TO A NEUROLOGICAL PLACE. THIS IS
16 UNACCEPTABLE TO US. AND THIS IS NON-ACCOUNTABILITY AND NON-
17 RESPONSIBILITY ON THEIR PART.

18

19 **SUP. MOLINA:** SO HOW DO YOU FEEL ABOUT GOING TO THE HOSPITAL?

20

21 **MORRIS GRIFFITH:** I'M THINKING ABOUT GOING UP THERE AND REALLY
22 LETTING THEM KNOW...

23

24 **SUP. MOLINA:** NO, BUT I MEAN IF, ALL OF A SUDDEN, YOU WERE
25 SICK.



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1

MORRIS GRIFFITH: WELL, I'M TROUBLED. WE'RE ALL TROUBLED, YOU
KNOW, TO BE HONEST WITH YOU. WE'RE TROUBLED ABOUT GOING TO THE
HOSPITAL. BUT, AT THE SAME TIME, IF THERE'S NO OTHER PLACE TO
GO, WE GOT TO GO THERE. I MEAN, WE'RE LOOKING AT AN
INFLUXATION OF A GREAT DEAL OF MORE IMMIGRANTS. THIS HOSPITAL
IS SERVICING OVER 400,000 RESIDENTS. WE'VE GOT TO KEEP THIS
HOSPITAL ALIVE BUT AT WHAT COST? WE'RE SICK AND TIRED OF BEING
SICK AND TIRED OF MAKING EXCUSES. WE PAID OUT OVER \$18 MILLION
IN REGARDS TO TRYING TO KEEP THIS HOSPITAL GOING. WE'VE DONE
EVERYTHING THAT WE COULD POSSIBLY DO AND NOW WE'RE STILL
GETTING EXCUSES WITH CONTRACTS. THAT'S AS BAD AS A WOMAN GOING
TO A CAR MECHANIC AND SAYING, "FIX MY CAR" AND THEN WHEN SHE
COMES OUT, SHE FINDS HER CAR SMOKING DOWN THE STREET. WELL,
YOU PAID TO HAVE THAT CAR FIXED AND SERVICED BUT YET THE
SERVICE THAT YOU RENDERED WAS INSUFFICIENT. SO WHAT DO WE HAVE
TO DO? WE HAVE TO DEAL-- WE HAVE TO THROW-- WE HAVE TO EITHER
DEAL WITH THE MECHANIC OR SUE THE MECHANIC. WE GOT TO DO
SOMETHING ABOUT THIS. I THINK WE HAVE TO DEAL WITH THE
INFRASTRUCTURE. I THINK THERE SHOULD BE A BACKUP IN REGARDS TO
DEALING WITH THE FILING SYSTEM. THAT FILING SETUP SHOULD NEVER
HAPPEN AGAIN. THAT SHOULD NEVER BE AN ONGOING PROCESS AND
THERE'S SO MUCH MORE.

24

SUP. YAROSLAVSKY, CHAIRMAN: KATHY OCHOA.



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1

2 **KATHY OCHOA:** I'M GOING TO ALLOW JOSH TO GO FIRST AND THEN I'LL
3 FOLLOW HIM FIRST IF THAT'S PERMISSIBLE.

4

5 **SUP. YAROSLAVSKY, CHAIRMAN:** ALL RIGHT. HANG ON A SECOND.
6 CHARLES BRISTER, YOU'LL BE NEXT. MR. RUTKOFF.

7

8 **JOSHUA RUTKOFF:** SUPERVISORS, MY NAME IS JOSHUA RUTKOFF,
9 DIRECTOR OF HEALTH SERVICES FOR S.E.I.U. LOCAL 721. FOR THE
10 COMMUNITY THAT DEPENDS ON KING HARBOR, IT IS VITAL THAT ALL OF
11 US WHO ARE STAKEHOLDERS FOCUS SINGULARLY ON THE CHALLENGE OF
12 ENSURING THE PROVISION OF QUALITY HEALTHCARE SERVICES AT THE
13 HOSPITAL. LET THIS MANDATE GUIDE THE QUESTIONS WE ASK AND THE
14 CONCLUSIONS WE DRAW. THE IMPLEMENTATION OF THE METROCARE PLAN
15 HAS BEEN AND REMAINS A WORK IN PROGRESS. IT HAS, BY NECESSITY,
16 EVOLVED OVER TIME AND IT IS TODAY, AS IT WAS WHEN IT WAS FIRST
17 CONCEPTUALIZED LAST YEAR, THE ONLY VIABLE OPTION FOR PROVIDING
18 INPATIENT AND EMERGENCY SERVICES IN SOUTH LOS ANGELES. THE
19 PROCESS HAS BEEN TRANSPARENT TO ALL AND NEEDS TO BE
20 CONTINUOUSLY REASSESSED. THIS WILL HELP US TO DEVELOP
21 CONSTRUCTIVE SOLUTIONS TO OUR CHALLENGES. ONE OF THE BIGGEST
22 CHALLENGES HAS BEEN THE OVER RELIANCE ON REGISTRY AND CONTRACT
23 STAFF. WE NEED A PLAN TO INCENTIVIZE OTHER COUNTY WORKERS TO
24 WORK AT KING, PARTICULARLY IN THE EMERGENCY DEPARTMENT. WE
25 MUST FOCUS ON ENSURING THAT THE TRAGIC UNACCEPTABLE LAPSES IN



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 CARE ARE NEVER REPEATED. THE DEPARTMENT'S PLAN OF CORRECT IS
2 AN IMPORTANT STEP AND WE NEED TO WORK TOGETHER TO MAKE SURE
3 THIS PLAN SUCCEEDS. THIS IS ABSOLUTELY IMPERATIVE IN THE
4 INTEREST OF SAFEGUARDING PATIENT SAFETY. THE UNION AND OUR
5 MEMBERS AT M.L.K. HARBOR WILL CONTINUE TO DO WHATEVER WORK IS
6 REQUIRED TO ENSURE THAT EVERY PATIENT AT M.L.K. RECEIVES THE
7 HIGHEST QUALITY AND MOST COMPASSIONATE CARE AND SERVICES. WE
8 WILL WORK WITH YOUR BOARD, THE DEPARTMENT OF HEALTH SERVICES
9 AND OTHER STAKEHOLDERS ON THIS. ANYTHING LESS THAN OUR
10 GREATEST ENGAGEMENT EFFORT AND COMMITMENT IS NOT SUFFICIENT.
11 AND WE DO NOT ACCEPT THAT WE CANNOT TRAIN FOR CARING. WE WILL
12 STOP AT NOTHING TO MOTIVATE, INSPIRE, CHALLENGE AND TRAIN TO
13 CREATE OUT OF THE MISTAKES AND FAILURES OF THE PAST AN
14 ENVIRONMENT IN WHICH EVERY PATIENT IS GUARANTEED COMPASSIONATE
15 CARE. STOPPING OUR WORK BECAUSE IT IS NOT COMPLETE IS NOT AN
16 OPTION. THE VERY URGENCY OF THE WORK DEMANDS THAT WE SEE IT
17 THROUGH. WE CAN CHOOSE DEFEATISM OR RISE TO THE CHALLENGE OF
18 LEADERSHIP. MAKE NO MISTAKE, THE UNION WILL CONTINUE TO HELP
19 LEAD. IT IS THE MORE DIFFICULT ROAD BUT THE ONLY ACCEPTABLE
20 ONE. THANK YOU.

21
22 **SUP. YAROSLAVSKY, CHAIRMAN:** THANK YOU, MR. RUTKOFF. MS. OCHOA?

23
24 **KATHY OCHOA:** GOOD AFTERNOON, SUPERVISORS, KATHY OCHOA FROM
25 S.E.I.U. LOCAL 721, FORMERLY LOCAL 660. S.E.I.U. HAS APPEARED



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 BEFORE THIS BOARD FOR SEVERAL YEARS ON ADVOCATES FOR EXAMPLE,
2 PRESERVATION OF SERVICES AT RANCHO LOS AMIGOS A NATIONAL
3 MEDICAL CENTER. FOR A LARGER HOSPITAL AT L.A.C./U.S.C. IN THE
4 EVENT OF A NATURAL OR A MANMADE DISASTER, FOR THE PRESERVATION
5 OF CLINIC SERVICES TO REDUCE BURDENS ON E.R. ROOMS IN
6 COMMUNITIES-- FOR OUR COMMUNITIES THAT ARE MOST IN NEED. AND,
7 FOR THE PAST SEVERAL YEARS, WE HAVE BEEN WORKING ON K.D.M.C.,
8 NOW KING HARBOR. IN EACH OF THESE CONTEXTS, WE HAVE WORKED
9 WITH OUR MEMBERS, OUR COMMUNITY ALLIES, ADVOCATES, ELECTED
10 OFFICIALS AT ALL LEVELS OF THE GOVERNMENT, D.H.S., THE C.A.O.,
11 H.R. AND THIS BOARD TO OFFER OUR PERSPECTIVES AND SPECIFIC
12 POLICY OPTIONS. BRUCE HAS MENTIONED SEVERAL DECISIONS MADE BY
13 PRIOR ADMINISTRATIONS AND THIS BOARD BUT I THINK THERE ARE
14 FOUR FACTORS WE SHOULD ALSO KEEP IN MIND SINCE THE
15 IMPLEMENTATION OF METROCARE. ONE, TECLA MICKOSEFF RESIGNS. SHE
16 PROJECTS AN ATTITUDE THAT "I'M OUT OF HERE. THIS IS NOT MY
17 PROBLEM." TWO, PEGGY NAZZARAY AND I HOPE THAT'S THE C.N.O.
18 WE'RE ALL TALKING ABOUT TODAY, WHO HAS BEEN A C.N.O. FOR SO
19 LONG, QUITE FRANKLY, SHE'S LOST HER BEDSIDE MANNER. I THINK
20 MR. MAROQUINN WAS BEING GENEROUS BUT I THINK THAT BRUCE
21 INHERITED THAT TEAM TO RUN METROCARE. JOHN CHERUB, THE H.R.
22 DIRECTOR WHO COULD NOT STAND THE HEAT AND WHO GOT OUT OF THE
23 KITCHEN. IN OTHER WORDS, THREE KEY PLAYERS ON BRUCE'S TEAM TO
24 MOVE KING DREW EVAPORATED. THEY DIDN'T WANT TO PLAY. THEY
25 DIDN'T PLAY. I THINK THAT'S IMPORTANT TO KEEP IN MIND. AND,



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 FOUR, A PERVASIVE DEMORALIZATION OF THE WORKFORCE AS 1 IN 3 OF
2 S.E.I.U. 721 MEMBERS WERE DISPLACED. I HAVE READ THE
3 CORRECTIVE ACTION PLAN AND I BELIEVE THAT IT IS A VIABLE ONE
4 TO ADDRESS THE LAPSES THAT C.M.S. CITED AND WE INTEND TO
5 REINFORCE WITH OUR MEMBERS THE RECOMMENDED STEPS FOR
6 CORRECTING WHAT WENT AWRY. WE ARE GOING TO ROLL THIS RIGHT
7 INTO OUR PRE-C.M.S. PLANNING AND WE WILL TALK TO YOU ONE ON
8 ONE ABOUT OUR POST-C.M.S. PLANNING. THERE ARE A COUPLE OF
9 ENHANCEMENTS I WOULD LIKE TO ADD...

10

11 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY, JUST PLEASE WRAP IT UP
12 BECAUSE TIME'S UP.

13

14 **KATHY OCHOA:** ...TO THE CORRECTIVE ACTION PLAN. FIRST, THIS IS-
15 - IF YOU CAN INDULGE A COUPLE MOMENTS.

16

17 **SUP. YAROSLAVSKY, CHAIRMAN:** WE ARE INDULGING BECAUSE WE
18 HAVEN'T SEEN IN A LONG TIME SO WE'RE HAPPY TO HAVE YOU BACK.

19

20 **KATHY OCHOA:** YEAH, I'VE BEEN...

21

22 **SUP. YAROSLAVSKY, CHAIRMAN:** BUSY, I KNOW.

23

24 **KATHY OCHOA:** YEAH, I'VE BEEN ON THE GROUND AT KING, HAPPY TO
25 SAY.



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1

2 **SUP. YAROSLAVSKY, CHAIRMAN:** I KNOW.

3

4 **KATHY OCHOA:** HOWEVER-- OR ELSE IN SACRAMENTO WORKING ON
5 HEALTHCARE REFORM. SO IF YOU WOULD PLEASE INDULGE ME, I'LL BE
6 VERY QUICK. THIS IS TO THE CORRECTIVE ACTION PLAN. I REALLY
7 BELIEVE THAT THE CREATION OF AN OMBUD GROUP SEPARATE FROM THE
8 PHYSICIAN SPECIALISTS THAT'S CALLED FOR IS ESSENTIAL AT THIS
9 POINT. GET IT UP. GET IT GOING 24/7, COMPRISED OF SOCIAL
10 WORKERS WHOSE SOLE INTEREST WOULD BE TO ADDRESS AND TO OFFER
11 COMFORT TO PATIENTS AS THEY WAIT TO ENTER THEIR PATH TO CARE
12 AND MADE UP ALSO OF E.M.S. STAFF WHO CAN BREAK DOWN BARRIERS
13 BASED ON THEIR EXPERTISE AND RELATIONSHIPS, TO TRIAGE PATIENTS
14 TO SITES OF CARE, TO FIND BEDS IN THE COMMUNITY. WE NEED TO
15 STRENGTHEN AND REINFORCE THE URGENT CARE FUNCTION TO RELIEVE
16 PRESSURE ON THE E.R. AND WE NEED TO ROTATE H.R. U.C.L.A. DOCS
17 INTO THE E.R., SOMETHING WE PREVIOUSLY CALLED FOR BUT WAS
18 IGNORED SO THAT-- TO MITIGATE THE IMPLOSION THAT WE
19 ANTICIPATED WHEN TRAUMA WAS CLOSED. SO WE FEEL VERY STRONGLY
20 ABOUT THIS BECAUSE WE WORKED HARD FOR MEASURE B FUNDS. WE
21 THINK THERE'S BE-- THIS IS AN APPROPRIATE INVESTMENT AND WE
22 ARE READY 24/7 TO DO WHAT NEEDS TO BE DONE. I JUST HAVE A
23 PARTING MESSAGE FOR SUPERVISOR MOLINA AND SUPERVISOR
24 YAROSLAVSKY. THERE'S ONLY ONE WAY TO KNOW. THERE'S ONLY ONE
25 WAY YOU CAN UNDERSTAND AND THAT IS TO GET OUT ON THE GROUND



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 AND VISIT THE HOSPITAL AND TALK TO PEOPLE. ASK THEM WHAT THEY
2 SAW BEFORE AND WHAT THEY SEE AFTERWARD. I DON'T WAIT AROUND
3 PASSIVELY FOR DR. CHERNOF'S REPORTS, ALTHOUGH I CERTAINLY NEED
4 THEM AND I READ EVERY SINGLE ONE OF THEM, AS YOU KNOW. IT'S
5 IMPORTANT TO GET ON THE GROUND MAYBE THESE LAST COUPLE OF
6 WEEKS TO GET A SENSE FOR YOURSELF WHAT'S GOING ON IN THE
7 HOSPITAL. IN UNION LAND, WE HAVE SOMETHING CALLED THIRD-PARTY
8 THE UNION. OH, THE UNION DOESN'T DO THIS FOR ME-- YOU ARE THE
9 UNION. SO YOU CAN'T SAY, "BRUCE, YOU DON'T DO THIS FOR ME."
10 BRUCE IS PART OF THE COUNTY AND YOU ARE THE COUNTY LEADERS. SO
11 I URGE YOU TO PLEASE GET AROUND THE GROUND AND SEE WHAT'S
12 GOING ON AT THAT HOSPITAL. SUPERVISOR MOLINA, YOU SAID IT
13 DOESN'T TAKE ONE MEMBER TO SINK A WHOLE OPERATION JUST LIKE--
14 OR IT CAN TAKE ONE PERSON TO SINK AN OPERATION, JUST AS IT CAN
15 TAKE A SINGLE C.N.O. TO SO WOEFULLY COME UP SHORT ON WHAT'S
16 DESPERATELY NEEDED FOR NURSES. THANK YOU SO MUCH FOR YOUR
17 TIME.

18

19 **SUP. YAROSLAVSKY, CHAIRMAN:** THANK YOU, KATHY.

20

21 **SUP. MOLINA:** WAIT, I HAVE TO ASK A QUESTION ON THAT BECAUSE I
22 NOTICE, KATHY, THE COMMENTS YOU MADE WHEN YOU MENTIONED THE
23 NURSE, SUPERVISING NURSE.

24

25 **KATHY OCHOA:** RIGHT.



The Meeting Transcript of
The Los Angeles County Board of Supervisors

1

2 **SUP. MOLINA:** WHAT DO YOU MEAN?

3

4 **KATHY OCHOA:** THIS IS WHAT I MEAN. I MEAN THAT WE HAVE,
5 HISTORICALLY, IN OUR COUNTY-- AND I THINK BRUCE HAS DONE A
6 TREMENDOUS JOB OF TRYING TO BREAK DOWN SILOS, TRYING TO GET
7 COUNTY ADMINISTRATORS-- HOSPITAL ADMINISTRATORS TO UNDERSTAND
8 THAT WE ARE PART OF ONE TEAM. IF ONE PART GOES DOWN, WE ALL GO
9 DOWN. THERE HAS BEEN A PARTICULAR CHALLENGE THERE, AND I'M
10 GOING TO BE VERY FRANK HERE, IN THE WAY THE C.N.O. OPERATION
11 IS...

12

13 **SUP. MOLINA:** IS THIS A BRAND NEW C.N.O.?

14

15 **KATHY OCHOA:** NO, I'M TALKING PEGGY NAZARRAY AT HARBOR, THAT'S
16 WHO I'M TALKING. I WANTED TO BE SPECIFIC. THE C.N.O...

17

18 **SUP. MOLINA:** BECAUSE HARBOR DOES VERY, VERY WELL WITH ITS
19 NURSES.

20

21 **KATHY OCHOA:** YEAH, HARBOR HAS BEEN RESPONSIBLE FOR A MAJOR
22 PORTION OF THE TRAINING.

23

24 **SUP. MOLINA:** I UNDERSTAND. BUT, AT HARBOR, THEY DON'T HAVE THE
25 60 PERCENT FAILURE.



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1

2 **SUP. KNABE:** YOU CAN'T BLAME HARBOR FOR THAT.

3

4 **KATHY OCHOA:** I'M NOT BLAMING HARBOR FOR THAT.

5

6 **SUP. MOLINA:** THAT'S WHY I'M TRYING TO UNDERSTAND WHAT YOU
7 MEAN.

8

9 **KATHY OCHOA:** THERE HAVE BEEN SOME RATHER NONCOMPLIANT
10 PERSONALITIES IN TRYING TO MOVE A PROGRAM. FOR EXAMPLE...

11

12 **SUP. MOLINA:** WHO CARES ABOUT THEIR PERSONALITY?

13

14 **KATHY OCHOA:** WELL, LET'S JUST SAY THAT, WHEN WE WENT IN TO
15 L.A.C./U.S.C., THE UNION, OUR JOINT LABOR MANAGEMENT TRAINING
16 PROGRAM, WE HAD A HIGHLY COOPERATIVE C.N.O. WHO ALLOWED US TO
17 ADDRESS THE DIALYSIS SITUATION.

18

19 **SUP. MOLINA:** KATHY, I DON'T CARE IF THE TEACHER IS MEAN OR
20 NICE OR INDIFFERENT. ALL I CARE ABOUT IS THAT THEY HAVE TO
21 PASS THE TEST.

22

23 **KATHY OCHOA:** SO MAYBE YOU CAN CLARIFY SOMETHING FOR ME.

24

25 **SUP. MOLINA:** SURE.



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1

2 **KATHY OCHOA:** WHICH C.N.O. WERE YOU TALKING ABOUT?

3

4 **SUP. MOLINA:** I'M JUST TALKING ABOUT THE ONE THAT YOU MADE THE
5 FIGURE ABOUT.

6

7 **KATHY OCHOA:** OKAY. THEN WE'RE TALKING ABOUT THE SAME PERSON.

8

9 **SUP. MOLINA:** ALL RIGHT. SO THE ISSUE IS, IS WHO CARES WHAT HER
10 PERSONALITY PROBLEM IS?

11

12 **KATHY OCHOA:** WELL, WHY DO YOU WANT TO DRAG HER DOWN HERE?

13

14 **SUP. MOLINA:** SHE'S VERY-- HUH?

15

16 **KATHY OCHOA:** WHY DO YOU WANT HER DOWN HERE TO REPORT TO YOU IF
17 WHO CARES? OF COURSE, WE NEED TO CARE ABOUT THAT.

18

19 **SUP. MOLINA:** BUT CARE ABOUT WHAT? ALL I CARE ABOUT IS THAT
20 THEY PASS THE TEST, THEY PASS THE TEST AT HARBOR.

21

22 **KATHY OCHOA:** LET ME JUST BACKTRACK. I'M NOT TALKING ABOUT
23 HARBOR AS A SEPARATE ENTITY OR...

24

25 **SUP. MOLINA:** BUT SHE'S THE C.N.O. THERE.



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1

2 **KATHY OCHOA:** LISTEN, I'M NOT TALKING ABOUT-- I'M TALKING ABOUT
3 METROCARE. THAT'S-- WHAT WE'RE EXPECTING THIS HYBRID ENTITY
4 HERE.

5

6 **SUP. MOLINA:** AND THAT HYBRID HAS THE SAME C.N.O.

7

8 **KATHY OCHOA:** I WILL GO BACK AND I KNOW THAT THERE ARE
9 ULTIMATE-- JUST AS ANTOINETTE WAS NOT TECLA'S PEER. TECLA WAS
10 ON THE TOP. I WILL GO BACK AND DOUBLE CHECK MY ORG CHART AND,
11 IF I'M WRONG, THEN MAYBE I'M BADLY MISTAKEN THAT PEGGY
12 NAZZARAY HAS NO ROLE IN THIS. I DO KNOW-- I CAN SPEAK FROM
13 FACT THAT THE C.N.O. AT KING HARBOR, DELONE PASCASIO, CAME IN
14 THERE AND HAS DONE EVERYTHING IN HER POWER TO TRAIN AND WE
15 WOULD EXPECT A HIGHER LEVEL OF COOPERATION AND INTEGRATION
16 BETWEEN THOSE PARTIES AND...

17

18 **SUP. BURKE:** ALONG THE SAME LINE AS MIGUEL?

19

20 **KATHY OCHOA:** PARDON ME?

21

22 **SUP. BURKE:** SHE'S ON THE SAME LINE AS MIGUEL IS. PEGGY IS.

23

24 **KATHY OCHOA:** WHO, ANTOINETTE?

25



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **SUP. BURKE:** PEGGY IS.

2

3 **KATHY OCHOA:** PEGGY IS. AND IS ANTOINETTE ALSO, JUST TO CONFIRM
4 FOR ME?

5

6 **SUP. BURKE:** YES, SHE'S ON THE SAME LINE.

7

8 **KATHY OCHOA:** OKAY. WELL, I WILL BRING A ROOM FULL OF NURSES
9 NEXT WEEK TO TALK TO YOU ABOUT THE COMPETENCY PIECE. IN FACT,
10 WE WERE CALLED OUT OF ORDER LAST WEEK BECAUSE, HAD WE BEEN
11 CALLED IN AT THE END, WE COULD HAVE SAVED YOU AN HOUR'S WORTH
12 OF DISCUSSION BY TELLING YOU THAT TESTS ARE ACTUALLY
13 CONDUCTED. YOU DON'T GO TO THE COMPETENCY TRAINING AND TAKE...

14

15 **JOSHUA RUTKOFF:** PEOPLE MUST DEMONSTRATE COMPETENCY, THAT'S THE
16 BOTTOM LINE. THIS IS ABOUT RESULTS. THAT'S WHY WE'RE ALL HERE.

17

18 **SUP. MOLINA:** BUT IS THAT DIFFERENT AT HARBOR?

19

20 **JOSHUA RUTKOFF:** MY UNDERSTANDING IT'S THE SAME. BUT THE POINT
21 IS, WHEN SOMEONE IS DEEMED TO BE COMPETENT, IT'S BECAUSE THEY
22 DEMONSTRATED SUCH NOT BECAUSE THEY TOLD SOMEONE THEY WERE.

23

24 **KATHY OCHOA:** RIGHT, THAT WAS THE HOUR LONG DISCUSSION LAST
25 WEEK, RIGHT?



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1

2 **SUP. MOLINA:** BUT I'M ASKING, WHAT IS THE DIFFERENCE? IF I COME
3 AND SAY, "I'M A COMPETENT NURSE"...

4

5 **JOSHUA RUTKOFF:** IT'S NOT FOR THE INDIVIDUAL NURSE TO CALL
6 THEMSELVES COMPETENT, SUPERVISOR. IT'S FOR THEM TO BE DEEMED
7 COMPETENT BY THE PERSON WHO IS ADMINISTERING THE TEST.

8

9 **SUP. MOLINA:** ALL RIGHT. THEN THAT GOES BACK-- IS THAT NOT THE
10 SAME STANDARD?

11

12 **JOSHUA RUTKOFF:** WE HOPE IT IS.

13

14 **SUP. MOLINA:** OKAY. THEN WHY IS IT THAT, AT MARTIN LUTHER KING,
15 ONLY 610 PERCENT-- 60 PERCENT OF THEM ARE NOT PASSING
16 COMPETENCY?

17

18 **JOSHUA RUTKOFF:** I DON'T KNOW WHY YOU'RE ADDRESSING THE
19 QUESTION TO US. WE'RE TRYING TO FIGURE OUT HOW WE CAN ACHIEVE
20 FULL COMPETENCY FOR EVERYONE. THAT'S THE MANDATE. THAT'S WHY
21 WE'RE ALL HERE.

22

23 **SUP. MOLINA:** IT'S JUST THAT KATHY MADE A STATEMENT ABOUT THE
24 C.N.O.

25



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **KATHY OCHOA:** I DID. BECAUSE WE ARE...

2

3 **SUP. MOLINA:** I'M TRYING TO UNDERSTAND AND I DON'T CARE
4 WHATEVER HER PERSONALITY PROBLEMS ARE. MY INTEREST IS, LET'S
5 GET A C.N.O. IN THERE WHO CAN GET THESE NURSES TO PASS BASIC
6 COMPETENCY.

7

8 **KATHY OCHOA:** SO THIS IS WHAT I'M SUGGESTING. LET'S GET A
9 C.N.O. IN THERE WHO COMMITS TO WORKING WITH THE UNION. WE HAVE
10 DONE-- HERE'S THE LIST OF TRAININGS THAT WE HAVE DONE WITH
11 VERY POSITIVE OUTCOMES.

12

13 **SUP. MOLINA:** BUT, KATHY, THIS IS NOT AN ISSUE-- LOOK, IT'S NOT
14 AN ISSUE OF COLLECTIVE BARGAINING. I MEAN, IT'S JUST LIKE WHEN
15 JIMMY CAN'T PASS HIS MATH TEST, OKAY? IT'S NOT A LABOR ISSUE.
16 IT'S AN ISSUE BETWEEN JIMMY AND HIS TEACHER.

17

18 **KATHY OCHOA:** EXACTLY. AND CERTAIN TEACHERS GET BETTER RESULTS.

19

20 **SUP. MOLINA:** WAIT, WAIT, WAIT. KATHY? THIS IS THE SAME THING.

21

22 **KATHY OCHOA:** AND CERTAIN TEACHERS GET BETTER RESULTS BASED ON
23 THEIR-- OBVIOUSLY, THERE'S SOMETHING WRONG WITH DID
24 METHODOLOGY THAT 60 PERCENT ARE FAILING. THERE'S GOT TO BE A
25 METHODOLOGY FACTOR IN THERE. THE DELIVERY, THE DESIGN OF THE



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 CURRICULUM, WHETHER OR NOT THE UNIONS ENGAGE, AND THIS IS NOT
2 TALKING ABOUT COLLECTIVE BARGAINING, GLORIA. THIS IS TALKING
3 ABOUT HOW DO WE PARTNER FOR THE MOST EFFECTIVE OUTCOMES? AND
4 ONE OF OUR MAIN BARRIERS SINCE THE INCEPTION OF H.C.W.D.P. HAS
5 BEEN C.N.O. NAZZARAY. "MY WAY OR THE HIGHWAY." SO I GUESS WE
6 AGREE. YOU NEED TO HAVE HER IN HERE.

7

8 **SUP. ANTONOVICH:** BUT PASSING A TEST IS DIFFERENT THAN-- I
9 MEAN, IF YOU'RE TAKING AN OBJECTIVE TEST, IT'S THE SAME TEST
10 THAT EVERY, LET'S SAY, NURSE IS TAKING. IT'S NOT A SELECTIVE
11 TEST FOR EACH HOSPITAL, IS IT?

12

13 **KATHY OCHOA:** WELL, I DON'T KNOW. I HAVEN'T SEEN THAT
14 CURRICULUM. BUT I WOULD ASSUME IT WOULD BE TAILORED TO THE
15 LEARNING, THE ADULT LEARNING LEVELS, PEOPLE WHO ARE COMING
16 FROM DECADES OF NEGLECT, WHO WERE NEVER TRAINED IN THE PAST.

17

18 **SUP. ANTONOVICH:** BUT THEY HAVE HAD TO PASS A STATE TEST TO BE
19 LICENSED, RIGHT?

20

21 **KATHY OCHOA:** RIGHT. REGULARLY.

22

23 **SUP. ANTONOVICH:** REGULARLY. SO IF THERE'S A ERROR RATE HIGHER
24 AT ONE HOSPITAL THAN THE OTHERS AND IT'S THE SAME TEST...

25



The Meeting Transcript of
The Los Angeles County Board of Supervisors

1 **KATHY OCHOA:** I WOULD SAY DON'T BLAME IT ON THE NURSES. I WOULD
2 SAY LET'S LOOK AT THE WHOLE-- WHAT GOES INTO THAT INSTRUCTION?
3 FROM THE PERSON WHO LEADS IT TO THE FEEDBACK FROM THE OUTCOMES
4 OF THE PEOPLE WHO PASS. THERE IS A BREAKDOWN IN THAT ROLLOUT
5 OF TRAINING. WHETHER IT'S METHODOLOGY, DELIVERY, TURNOUT,
6 GETTING PEOPLE THERE, KEEPING THEIR MORALE UP, REINFORCEMENT.
7 I MEAN THERE'S A WHOLE CHAIN THERE, RIGHT? AND SO THAT'S WHAT
8 I'M SUGGESTING. I MEAN, CLEARLY, WE KNOW THERE'S A BREAKDOWN
9 THERE. I THINK...

10

11 **SUP. KNABE:** WELL, IT'S WORKING AT HARBOR, HER METHOD'S WORKING
12 AT HARBOR.

13

14 **SUP. BURKE:** THE PROBLEM IS WHETHER OR NOT THE PERSON WHO IS IN
15 CHARGE IS ACTUALLY IN CHARGE AT MARTIN LUTHER KING HARBOR,
16 WHETHER OR NOT THAT PERSON IS IN CHARGE OF THE SAME KIND OF
17 TESTING AND CURRICULUM. I THINK THAT'S THE ISSUE. HAS SHE BEEN
18 THERE? HAS SHE LOOKED AT IT? AND SHE'S OBVIOUSLY-- SHE DOES AN
19 EXCELLENT JOB AT HARBOR.

20

21 **KATHY OCHOA:** RIGHT, SHE DOES.

22

23 **SUP. BURKE:** IS SHE WILLING TO GO TO M.L.K. HARBOR AND DO THE
24 SAME KIND OF TESTING AND PREPARATION? THAT'S THE ISSUE, I
25 GUESS.



The Meeting Transcript of
The Los Angeles County Board of Supervisors

1

2 **SUP. KNABE:** BUT SHE'S SAYING SHE DOESN'T WANT HER THERE.

3

4 **KATHY OCHOA:** NO, THAT'S NOT WHAT I'M SAYING. I'M SAYING THAT--
5 I'M SAYING-- I WANT TO CLARIFY THIS. SUPERVISOR KNABE, WHAT I
6 AM SAYING IS THAT THERE ARE SEVERAL FACTORS, SINCE THE
7 PRESENTATION OF THE METROCARE PLAN, THAT I THINK HAVE IMPACTED
8 ITS ROLLOUT. I WAS SUGGESTING THAT KEY MEMBERS OF THE TEAM WHO
9 WERE CALLED TO STEP UP TO DUTY TO IMPLEMENT THIS PLAN, KITCHEN
10 WAS TOO HOT, I'M OUT OF HERE, I'VE GOT MY OWN HOSPITAL TO RUN.
11 THAT IS MY CONTEXT.

12

13 **SUP. KNABE:** I UNDERSTAND THAT. BUT, I MEAN, THE POINT IS, THIS
14 IS NOT AN ISSUE OF METROCARE RIGHT NOW. THIS IS THE ISSUE OF
15 SAVING A HOSPITAL AND HAVING EVERYBODY DO THE RIGHT THING.

16

17 **KATHY OCHOA:** I AGREE. AND WE ARE THERE, SUPERVISOR, AS WE WERE
18 FOR YOU ON RANCHO 24/7 AS YOU MAY NEED US, AT YOUR BECK AND
19 CALL.

20

21 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY. THANK YOU. APPRECIATE ALL
22 YOUR EFFORTS. ARNOLD SACHS AND DR. CLAVREUL, COME DOWN HERE,
23 TOO. ARNOLD SACHS?

24



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **ARNOLD SACHS:** GOOD AFTERNOON, COUNTY BOARD OF SUPERVISORS.
2 VERY INTERESTING DISCUSSION. I'D LIKE TO THANK YOU, SUPERVISOR
3 MOLINA, FOR READING TODAY'S TIMES AND BRINGING UP THE POINT
4 WITH THE FAILURE OF THE NURSES. AND THE FACT-- WHAT YOU DIDN'T
5 MENTION WAS THAT THIS REPORT WAS TAKEN IN APRIL SO ALL THESE
6 TESTINGS THAT HAD SUPPOSEDLY BEEN TAKEN AND ALL THIS REMEDIAL
7 TRAINING STILL HASN'T COME THROUGH. BUT WHAT I GOT OUT OF THIS
8 IS THAT, FROM THE PEOPLE THAT ADDRESSED YOU, WAS THAT THERE'S
9 A HIGHER STANDARD OF QUALIFICATION AT HARBOR U.C.L.A. GENERAL
10 THAN THERE IS AT M.L.K. AND I'M WONDERING IF THERE'S HIGHER
11 QUALIFICATION STANDARDS AT COUNTY U.S.C. AND RANCHO AND HIGH
12 DESERT HOSPITAL. I'M ALSO CONCERNED WITH-- IF-- THIS IS THE
13 SITUATION, THE STUDENTS FROM KING DREW MEDICAL SCHOOL WERE
14 BEING TRAINED BY THESE PEOPLE WHO WERE UNQUALIFIED AND THEY'RE
15 GOING OUT ON THE FIELD TO BECOME DOCTORS, THERE'S A REAL
16 DOUBLE STANDARD HERE. BUT I'D ALSO LIKE TO POINT OUT THAT YOU
17 SHOULD NOT HOLD YOURSELVES ABOVE THIS FRAY. YOU MENTIONED FOUR
18 YEARS AND FIVE YEARS OF HAVING THESE REPORTS COME IN. C.M.S.
19 WAS DOING INSPECTIONS AND GIVING D MINUSES AND D MINUSES AND D
20 MINUSES FOR OVER SIX, SEVEN, EIGHT YEARS AND THERE WAS NO REAL
21 PLAN TO DO ANYTHING EXCEPT PUT A BAND-AID OVER THE BADGE. THE
22 REASON YOU'RE HERE AND THE REASON WHY THIS PLAN IS IN PROCESS
23 IS BECAUSE SOMEBODY FROM C.M.S. FINALLY DECIDED TO CUT UP TO
24 \$200 MILLION THAT YOU'RE GETTING FROM THE GOVERNMENT. AND,
25 WITHOUT THAT MONEY, THE HOSPITAL CANNOT STAY OPEN. AND THAT'S



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 A REAL PROBLEM. AND WHO KNOWS HOW MUCH OF THAT MONEY ACTUALLY
2 WENT TO BEING SPENT ON KING DREW, WHY THAT HOSPITAL IS SO FAR
3 BEHIND THE OTHER COUNTY FACILITIES.

4

5 **SUP. YAROSLAVSKY, CHAIRMAN:** ALL RIGHT. MR. BRISTER?

6

7 **CHARLES BRISTER:** THANK YOU. I WAS READING WHERE NEARLY 200,000
8 PREVENTABLE DEATHS OCCUR IN HOSPITALS AROUND THE COUNTRY EVERY
9 YEAR. 200,000. VERY FEW OF THOSE HAPPENED AT MARTIN LUTHER
10 KING. BUT WE ONLY SEEM TO HEAR ABOUT DEATHS AT MARTIN LUTHER
11 KING. WHEN'S THE LAST TIME ANY OF YOU HAVE HEARD A DEATH AT
12 ANOTHER HOSPITAL? OR READ A STORY IN THE L.A. TIMES ABOUT A
13 DEATH AT ANOTHER HOSPITAL? I TAKE THE SILENCE AS YOU CAN'T
14 THINK OF ONE. OKAY, VIRGINIA MASON UP IN SEATTLE HAD TWO
15 CASES. ONE CASE IS WHERE A PATIENT WAS LIT ON FIRE WHILE HE
16 WAS ON THE OPERATING TABLE. THEY PUT ALCOHOL ON HIM, THEN PUT
17 A CATHETER HIM TO CAUTERIZE IT TO HIM AND HE LIT ON FIRE AND
18 DIED RIGHT THERE ON THE OPERATING TABLE. ANOTHER CASE AT
19 VIRGINIA MASON. THEY INJECTED A WOMAN WITH CLEANSING FLUID,
20 CLEANING FLUID AND SHE DIED. NOW, IMAGINE IF THESE CASES
21 HAPPENED AT MARTIN LUTHER KING. IT WOULD BE WORLDWIDE NEWS,
22 RIGHT? BUT YOU DON'T HEAR ABOUT THIS THAT HAPPENS AT OTHER
23 HOSPITALS. SO WE HAVE TO ASK OURSELVES, WHY IS THIS? IS IT DUE
24 TO RACISM? IS THERE RACIST COVERAGE BY THE L.A. TIMES AND
25 OTHER PEOPLE WHO ONLY FOCUS ON KING, DON'T TALK ABOUT THE



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 THOUSANDS OF PEOPLE THAT ARE SAVED AT KING? AND, IF THAT'S THE
2 FACT, THEN DOES THAT DISTORT THE REALITY OF THE CARE AT KING?
3 I UNDERSTAND THAT THERE'S 45,000 PATIENTS THAT GO THROUGH THE
4 EMERGENCY ROOM EACH YEAR AND MOST OF THEM RECEIVE GOOD
5 TREATMENT. YOU ALSO HAVE TO LOOK AT YOUR OWN RECORD, THE
6 DECISIONS YOU'VE MADE AS SUPERVISORS OVER THE LAST FOUR OR
7 FIVE YEARS AND ASK HAVE THEY BEEN GOOD DECISIONS? TAKING OUT
8 THE TRAUMA CENTER, WHICH WAS CONSIDERED ONE OF THE BEST IN THE
9 COUNTRY, A GOOD DECISION? WAS CUTTING BACK ON THE NUMBER OF
10 BEDS A GOOD DECISION? WAS HIRING NAVIGANT A GOOD DECISION? SO
11 YOU WANT TO TAKE A LOOK AT YOUR OWN DECISIONS-- EVALUATE YOUR
12 OWN DECISIONS AND ASK, HAVE THERE BEEN BENEFITS TO THE
13 HOSPITAL? ALSO, BARBARA VICTOR IS HERE, I UNDERSTAND SHE'S THE
14 MEDICAL DIRECTOR IN CHARGE OF THE PRIVATELY OWNED EMERGENCY
15 COMPANY THAT TAKES CARE OF THE EMERGENCY HOSPITAL, IS SHE HERE
16 TODAY AND HAVE YOU GUYS ASKED HER QUESTIONS ABOUT WHAT
17 HAPPENED TO MS. RODRIGUEZ? WHY WASN'T SHE TAKEN CARE OF?

18

19 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY, THANK YOU, MR. BRISTER. DR.
20 CLAVREUL?

21

22 **DR. GENEVIEVE CLAVREUL:** GOOD AFTERNOON, BOARD OF SUPERVISORS.
23 DR. GENEVIEVE CLAVREUL. YOU KNOW, I'M GOING TO BE NICE AND I'M
24 NOT GOING TO SAY I TOLD YOU SO. YOU KNOW, I HAVE BEEN HERE
25 ALMOST EVERY WEEK, EVERY WEEK POINTING OUT THAT YOU ARE NOT



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 BEING TOLD THE TRUTH AND I WAS NEVER ASKING YOU TO TAKE MY
2 WORD FOR IT. I WAS ASKING YOU TO FOLLOW UP ON MY
3 PRESENTATIONS. PERSONALLY, I CANNOT BELIEVE WHAT'S GOING ON.
4 EVEN TODAY, YOU WERE TOLD NUMEROUS AMOUNT OF LIES. AND TO HAVE
5 NOT THE C.N.O. HERE IS APPALLING. THE CHIEF NURSING OFFICER IS
6 THE ONE WHO IS RESPONSIBLE FOR QUALITY OF CARE. BEYOND
7 ANYTHING ELSE, THE NURSE IS THE PATIENT ADVOCATE. AND I WILL
8 BE SHARING AN ARTICLE WITH YOU ABOUT BEING THE PATIENT
9 ADVOCATE. THE PEOPLE WHO ARE HERE TODAY ARE NOT TRULY THE
10 PATIENT ADVOCATE. THE NURSE IS. BY OUR LICENSE, WE ARE
11 MANDATED TO BE THE PATIENT ADVOCATE. THERE SHOULD HAVE BEEN A
12 NURSE HERE. AND WHEN I SEE, YOU KNOW, THE CORRECTION, OH, I'VE
13 BEEN SENT A LETTER OF EXPECTATION. EXCUSE ME? WHAT KIND OF--
14 WHAT DOES THAT MEAN, LETTER OF EXPECTATION? THAT MEAN
15 FOLLOWING THE POLICIES AND PROCEDURES BECAUSE YOU'RE SUPPOSED
16 TO DO THAT ANYWAY? THAT'S ABSURD. AND TO SAY THAT, YOU KNOW,
17 EMERGENCY ROOM AND A WAITING ROOM THAT DO NOT MAKE ROUNDS? AND
18 NOW IT'S GOING TO BE BIG PROGRESS. THEY'RE GOING TO MAKE IT
19 EVERY EIGHT HOURS. DO YOU KNOW HOW MANY PATIENTS CAN DIE IN
20 EIGHT HOURS IF THEY ARE NOT SUPERVISED IN AN EMERGENCY ROOM? I
21 HAVE NEVER HEARD OF THAT. YOU KNOW, I HAVE BEEN A DIRECTOR OF
22 NURSES. EVEN AS A DIRECTOR OF NURSES, I MADE ROUNDS MYSELF IN
23 THE WAITING ROOM AND I SURELY MADE SURE THAT MY EMPLOYEES DID,
24 TOO. THAT'S APPALLING. AND THINK THAT WE ARE MAKING PROGRESS
25 BY EVERY EIGHT HOUR? UNBELIEVABLE. AND TO HAVE THE STATEMENT



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 FROM DR. CHERNOF THAT THEY COULDN'T GIVE YOU ANY PRECISE
2 INFORMATION BECAUSE IT HAD NEVER ABOUT DONE BEFORE. EXCUSE ME?
3 H.C.H., TENET, ALL THOSE HOSPITAL CORPORATIONS DO THAT EVERY
4 DAY OF THE WEEK. THEY BUY A HOSPITAL. THEY MERGE THEIR
5 MANAGEMENT. THEY TRAIN THE PEOPLE. AND THEY DO IT IN A VERY
6 SHORT PERIOD OF TIME. SO, YOU KNOW, PLEASE LISTEN TO SOME
7 PEOPLE. NAVIGANT WAS NOT QUALIFIED TO DO THE JOB. I TOLD YOU
8 THAT REPEATEDLY...

9

10 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY. THANK YOU.

11

12 **DR. GENEVIEVE CLAVREUL:** BUT I WANT TO TELL YOU SOMETHING. FOR
13 YOUR INFORMATION, I TALKED TO ONE OF THE V.P. OF NAVIGANT. AND
14 YOU KNOW WHAT THEY TOLD ME? I WAS TOTALLY CORRECT. THEY WERE
15 NOT COMPETENT TO DO THAT JOB. AND YOU PAID THEM \$18 MILLION.

16

17 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY. THANK YOU.

18

19 **DR. GENEVIEVE CLAVREUL:** TWO SETS OF PAPER FOR YOU.

20

21 **SUP. YAROSLAVSKY, CHAIRMAN:** THAT TAKES CARE OF THE PUBLIC
22 COMMENT ON THAT ITEM. WE'RE GOING TO CONTINUE ITEMS 10 AND 11
23 AT THE REQUEST OF THE C.A.O. AND THE LATENESS OF THE DAY.
24 WE'VE HAD A NUMBER OF PEOPLE WHO ASKED TO BE HEARD ON THEM AND
25 I'M GOING TO ASK THAT THEY STAND DOWN TODAY BECAUSE THE



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 TESTIMONY, WE'RE GOING TO HEAR IT AGAIN NEXT WEEK DUE TO THE
2 LATENESS OF THE DAY. AND I KNOW THAT THERE ARE SOME WHO AREN'T
3 HERE EVERY DAY. MS. OCAMB, I KNOW YOU'RE HERE. I WILL ASSURE
4 YOU THAT YOU WILL BE THE FIRST UP TO TESTIFY NEXT WEEK ON THIS
5 ITEM IF YOU'LL COME BACK NEXT WEEK. IS THAT ALL RIGHT? [
6 INAUDIBLE]

7

8 **SUP. YAROSLAVSKY, CHAIRMAN:** WELL, DO YOU KNOW WHAT? WHY DON'T
9 YOU COME UP HERE BECAUSE YOU AREN'T HERE EVERY WEEK AND I
10 APPRECIATE THAT SO WHY DON'T WE HEAR FROM YOU AND THEN WE'LL
11 PUT THIS OVER. WE'RE NOT GOING TO ACT ON IT TODAY. IT WOULD
12 HAVE BEEN A LITTLE NASTY TO HAVE YOU SIT HERE 'TIL QUARTER TO
13 4:00, HUH? EVEN I'M NOT THAT BAD.

14

15 **KAREN OCAMB:** SIX HOURS-- DON'T I GET 3? THIS IS A DIFFERENT
16 ITEM.

17

18 **SUP. YAROSLAVSKY, CHAIRMAN:** WHY DON'T YOU JUST SEE WHAT YOU
19 CAN DO. WE WILL BE REASONABLE.

20

21 **KAREN OCAMB:** OKAY, THANK YOU. MY NAME IS KAREN OCAMB AND I'M
22 THE NEWS EDITOR FOR IN LOS ANGELES MAGAZINE AND TODAY I'M ALSO
23 REPRESENTING THE L.A. PRESS CLUB. WE WANT TO EXPRESS OUR
24 SUPPORT FOR SUPERVISOR ANTONOVICH'S MOTIONS 10 AND 11. WHILE
25 YOU MAY THINK THAT YOUR OPEN GOVERNMENT POLICY IS FAITHFULLY



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 FOLLOWED, TWO WEEKS AGO IT BECAME CLEAR THAT YOU AND I WERE
2 NOT SURE EXACTLY WHAT THAT POLICY COVERS. IT IS LOGICAL TO
3 ASSUME THAT THE SAME CONFUSION INFUSES THE MANY LAYERS OF
4 BUREAUCRACY. YOU HAVE A CHECKERED HISTORY OF COMPLIANCE WITH
5 THE BROWN ACT AND HAVE SUFFERED FROM BAD ADVICE PREVIOUSLY
6 FROM YOUR COUNTY COUNSEL. WE ARE VERY CONCERNED THAT CLUSTER
7 MEETINGS COULD BE DESIGNATED INFORMATIONAL OR ADMINISTRATIVE
8 AND STAMPED CONFIDENTIAL WHEN, IN FACT, THEY ARE SECRET POLICY
9 DISCUSSIONS. A FEW YEARS AGO, I WROTE A SERIES OF
10 INVESTIGATIVE STORIES ON O.A.P.P. AND I RELIED HEAVILY ON
11 INFORMATION REPORTED OUT OF THE HEALTH DEPUTY'S MEETINGS.
12 ACCESS TO THE MEETINGS AND YOUR DEPUTIES ENSURED ACCURACY IN
13 MY REPORTING AND MY ABILITY TO BETTER SERVE MY READERSHIP.
14 ACCESS HELPS ENSURE ACCURACY. AND WE'VE HEARD A LOT OF HOW
15 IMPORTANT THAT IS TODAY. MR. JANSSEN HANDED ME A MEMO TODAY OF
16 THE BETTER OUTLINES THAT CLARIFIES THE ADMINISTRATIVE
17 STRUCTURE AND I'M HEARTENED TO SEE, FROM MY CURSORY OVERVIEW,
18 A NUMBER OF POSITIVE POINTS. IN PARTICULAR, I'M GLAD TO SEE
19 THAT THE AGENDA REVIEW AND POLICY PLANNING MEETINGS CALLED BY
20 DEPUTY C.E.O.S WOULD BE PLACED UNDER THE BROWN ACT AND WE LOOK
21 FORWARD TO JOINING IN THAT-- IN THE DISCUSSION TO DEVELOPING A
22 NEW POLICY CONSISTENT WITH THE BROWN ACT AND EXISTING POLICY.
23 ALONG THOSE LINES, I WOULD ASK THAT ONE DEPUTY C.E.O. BE
24 DESIGNATED AS AN OMBUDSPERSON, SOMEONE TO SERVE AS A GO
25 BETWEEN BETWEEN REPORTERS AND MEMBERS OF THE PUBLIC, MANY OF



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 WHOM COMPLAINED TODAY, AND C.E.O.'S OFFICE TO ACT ON
2 COMPLAINTS ABOUT THE BROWN ACT AND PUBLIC RECORDS ACT
3 VIOLATIONS. WE BELIEVE THAT THE INTENT OF SUPERVISOR
4 ANTONOVICH'S MOTIONS ARE TO ENSURE THAT YOU AND YOUR
5 ADMINISTRATIVE STRUCTURE COMPLY WITH GOOD, OPEN GOVERNMENT
6 POLICIES. WE THANK HIM FOR HIS COMMITMENT TO TRANSPARENCY.

7

8 **SUP. YAROSLAVSKY, CHAIRMAN:** THANK YOU.

9

10 **KAREN OCAMB:** AND COME BACK NEXT WEEK? IS THAT WHAT YOU'RE
11 SAYING?

12

13 **SUP. YAROSLAVSKY, CHAIRMAN:** YOU'VE BEEN HEARD. WE'LL SEE WHAT
14 HAPPENS NEXT WEEK. THIS ITEM WILL BE CONTINUED NEXT WEEK,
15 ITEMS 10 AND 11. WE HAVE PUBLIC COMMENT NOW. IS DENESE GORDEN
16 HERE? COME ON DOWN. LEONARD ROSE? EDWARD GUERRERO. NOT HERE.
17 AND BURON BOBBITT? WE'RE GOING TO CONTINUE ITEM 101 TO NEXT
18 TUESDAY AS WELL BUT WE HAVE A CLOSED SESSION ITEM THAT IS
19 TANGENTIALLY RELATED TO IT. WELL, HANG ON A SECOND. WHICH
20 COUNSEL SAID?

21

22 **CLERK SACHI HAMAI:** RAY. MR. FORTNER. MAYBE LEELA COULD ADDRESS
23 IT ON ITEM 101. IT WAS MY UNDERSTANDING IT WAS TO BE CONTINUED
24 ONE WEEK.

25



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **LEELA KAPUR:** THAT'S THE SECRETARY OF STATE ITEM?

2

3 **CLERK SACHI HAMAI:** YES.

4

5 **LEELA KAPUR:** YES, WAS TO BE CONTINUED ONE WEEK.

6

7 **SUP. YAROSLAVSKY, CHAIRMAN:** ALL RIGHT. FINE. THEN THAT WILL BE
8 CONTINUED ONE WEEK. MS. GORDON? MS. DENESE GORDEN?

9

10 **DENESE GORDEN:** THANK YOU. GOOD AFTERNOON, HONORABLE BOARD OF
11 SUPERVISORS. MY NAME IS DENESE GORDEN. THE REASON WHY I CAME
12 TODAY IS BECAUSE I HAVE A PROBLEM WITH THE DEPARTMENT OF
13 CHILDREN AND FAMILY SERVICES. BASICALLY, MY PROBLEM STARTED
14 THREE WEEKS AGO. I WAS ENROLLED AT TRADE TECH TO TAKE THE MAP
15 CLASS FOR FOSTER CARE AND I SIGNED UP AND I GOT A LETTER
16 SAYING TO COME AT A CERTAIN TIME AND I DID GET TO TRADE TECH
17 AT 6:00 BUT I WAS-- ACTUALLY, I WAS 10 MINUTES LATE BECAUSE OF
18 THE TRAFFIC AND THE PARKING. SO, WHEN I GOT THERE, THEY TOLD
19 ME-- AND I HAD TO CLIMB UP A FLIGHT OF STAIRS. THEY TOLD ME I
20 COULD NOT BE ADMITTED INTO THE MAP CLASS. SO I ASKED THEM WHY.
21 AND, BASICALLY, THE SOCIAL WORKER STOOD IN THE DOOR AND ALMOST
22 WOULDN'T LET ME IN THE CLASS BUT I WAS OUT OF BREATH AND I
23 NEEDED TO SIT DOWN I NEED TO TAKE SOME MEDICINE. SO I GOT IN
24 THE CLASS AND I WAS TREATED VERY BADLY BY THE SOCIAL WORKER. I
25 ASKED HIM WHY I HAD TO LEAVE. COULD I NOT AUDIT THE CLASS?



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 BECAUSE I'VE BEEN IN MANY CLASSES WHERE YOU COULD JUST AUDIT.
2 SO, TO MAKE A LONG STORY SHORT, I GUESS MY TIME IS RUNNING
3 OUT, I SAT THERE AND THEN, AT THE BREAK, HE TOLD ME TO GET OUT
4 OF THE CLASSROOM. HE EMBARRASSED ME IN FRONT OF EVERYBODY AND
5 I FELT BAD. SO I DID LEAVE. SO THE NEXT DAY, I CALLED THE
6 OMBUDSMAN. AND THE OMBUDSMAN GAVE ME THE TELEPHONE OF HIS
7 SUPERVISOR. HIS SUPERVISOR'S SUPERVISOR, HIS SUPERVISOR'S
8 SUPERVISOR AND I GOT ALL THE WAY UP TO THE DEPUTIES. AND THEN
9 THE DEPUTY ASSISTANT CALLED ME BACK AND SHE SAID, "WELL
10 DENESE, DON'T WORRY ABOUT TAKING THAT MAP CLASS, YOU CAN TAKE
11 ANOTHER ONE. WE'LL FIND YOU ANOTHER ONE." SO SHE DID. SHE
12 FOUND ME ONE AT SOUTHWEST COLLEGE AND I ENROLLED IN THAT. AND
13 THEN, THIS PAST SATURDAY, I GOT A PHONE CALL SAYING THAT I WAS
14 GOING TO BE DENIED FROM TAKING THE MAP CLASS AT SOUTHWEST
15 COLLEGE, AT ANY OTHER COLLEGE IN THE COMMUNITY AT WEST L.A.,
16 COMPTON, EL CAMINO, SO ON AND SO FORTH. I WAS DEVASTATED. I'VE
17 NEVER BEEN BARRED FROM ANY CLASS, YOU KNOW? I GUESS THE KIDS
18 SAY I'M OLD SCHOOL BUT...

19

20 **SUP. YAROSLAVSKY, CHAIRMAN:** TIME IS UP.

21

22 **SUP. BURKE:** THERE'S SOMEONE HERE.

23

24 **SUP. YAROSLAVSKY, CHAIRMAN:** STAFF WILL HELP YOU. MR. ROSE?

25



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **LEONARD ROSE:** MY NAME IS LEONARD ROSE, CHAIR. I WENT TO CITY
2 HALL AT LOS ANGELES ON MARCH 16TH BE ON CHANNEL 35 AND
3 DECEMBER 12 I WENT TO L.A.P.D. AND 2007 AND I'M HERE TODAY TO
4 TALK ABOUT _____ PROGRAM AND L.A. DREAM CENTER,
5 _____ CHAPEL, VICTORY OUTREACH AND THEY HELP GANGS
6 TO STAY OFF DRUGS AND ALCOHOL, GANGS, YOU KNOW. AND NEW HOPE
7 MINISTRY CHURCH HELP PROCLAIM THE GOSPEL. THEY HAVE WEST MAIN
8 AND HOLLYWOOD IN LOS ANGELES AND PROCLAIM THE GOSPEL TO OUR
9 CITY IN ALL WALK OF LIFE. AND _____ AT
10 WWW.TEENCHALLENGE.COM. AND VICTORY OUTREACH,
11 WWW.VICTORYOUTREACH.ORG. THE WEBSITE, YOU CONTACT THEM. THEY
12 VISIT PEOPLE AT COUNTY JAIL, PRISON AND PEOPLE ALL WALKS OF
13 LIFE. AND WE WANT KIDS, SUMMER'S COMING UP FOR KIDS, YOU KNOW,
14 AND THE COMMUNITY CENTER. WE WANT KIDS TO JOIN THE ACTIVITY,
15 THE COMMUNITY CENTER. WE WANT COUNTY AND SUPERVISOR, CITY TO
16 GET TO TOGETHER AND WORK WITH KIDS WITH SPORTS AND HELP WITH
17 GANGS AND STUDY COACHING AND RECREATION LEADER, GOT A PASS IN
18 THE CLASS, I GOT A A, SPORTS, WORK EXPERIENCE COACHING AND I'M
19 GOING THE TRAVEL UP THERE TO GO WORK WITH KIDS. I LOST 78
20 POUNDS. I WEAR A SIZE 36 AND MY BLOOD TEST, IT WENT NORMAL. MY
21 SUGAR LEVEL IS 105. MY CHOLESTEROL IS 147. I'VE BEEN
22 EXERCISING AND HEALTHY DIETS, YOU KNOW, HEALTHY DIET FOODS...
23
24 **SUP. YAROSLAVSKY, CHAIRMAN:** YOU'RE IN GOOD SHAPE.
25



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **LEONARD ROSE:** THANK YOU.

2

3 **SUP. YAROSLAVSKY, CHAIRMAN:** WITH THOSE KINDS OF NUMBERS, YOU
4 COULD BE OUR POSTER CHILD FOR PUBLIC HEALTH IN THE COUNTY. ALL
5 RIGHT. MR. BOBBITT?

6

7 **BYRON BOBBITT:** YES, MY NAME IS BYRON BOBBITT. I WAS HERE JUST
8 PRIOR TO THE CHRISTMAS BREAK AND I BROUGHT TO THE BOARD OF
9 SUPERVISORS ATTENTION A ISSUE REGARDING A GUARDIANSHIP MATTER
10 OF MY CHILDREN IN WHICH MY CHILDREN WERE TAKEN FROM ME AND I
11 HAVEN'T GOTTEN ANY RESPONSE. THIS ISSUE WAS DEALING WITH A
12 ISSUE OF ABUSE, OF DISCRETION BY THE COURT AND ABUSE OF MY
13 CONSTITUTIONAL RIGHTS UNDER THE COLOR OF THE LAW. AND I WANT
14 TO KNOW THE BOARD OF SUPERVISORS PLAN ON JUST IGNORING THIS
15 THING INDEFINITELY OR AT SOME POINT WILL THEY GET TO ME? IT'S
16 BEEN A VERY LENGTHY TIME I'VE BEEN WAITING FOR A RESPONSE AND
17 I HAVEN'T RECEIVED ONE YET.

18

19 **SUP. YAROSLAVSKY, CHAIRMAN:** THIS IS THE CASE WHERE THE COURTS
20 INTERVENED IN YOUR CASE? THIS WAS A COURT CASE?

21

22 **BYRON BOBBITT:** YES, SIR.

23

24 **SUP. YAROSLAVSKY, CHAIRMAN:** YEAH. THE BOARD IS NOT GOING TO BE
25 ABLE TO GET INVOLVED IN A COURT CASE OR IN AN ISSUE THAT HAS



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 BEEN ADJUDICATED BY A COURT. SO IF SOMEBODY LED YOU TO BELIEVE
2 THAT THE BOARD WAS GOING TO ACT OR INTERVENE IN A CASE THAT
3 WAS IN THE JUDICIAL SYSTEM, THEY MISSPOKE OR YOU MISUNDERSTOOD
4 OR A COMBINATION OF THE TWO. WE CAN'T DO THAT. ONCE IT GOES
5 THROUGH THE JUDICIAL PROCEDURE, IT'S IN THE HANDS OF THE
6 COURTS AND THE JUDGES, NOT US. IN FACT, WE ARE PROHIBITED FROM
7 INTERVENING, AS WE SHOULD BE, IN A JUDICIAL PROCEEDING.

8

9 **BYRON BOBBITT:** EVEN WHEN THERE'S A RAPE OF JUSTICE AND MY
10 CONSTITUTIONAL RIGHTS ARE BEING VIOLATED? YOU HAVE NO
11 CONCERN...

12

13 **SUP. YAROSLAVSKY, CHAIRMAN:** I'M NOT PASSING JUDGMENT ON THE
14 MERITS OF YOUR CASE. THAT WASN'T THE POINT. I'M TRYING TO
15 CONVEY TO YOU THAT THAT'S WHY YOU MAY NOT HAVE HEARD ANYTHING
16 FROM THE BOARD. I DON'T KNOW WHO YOU TALKED TO AT THE BOARD
17 BUT THERE'S NOTHING-- WE'RE NOT GOING TO INTERVENE IN A CASE
18 THAT'S GONE TO THE JUDICIAL PROCESS, OKAY? IT'S JUST STANDARD
19 OPERATING PROCEDURE.

20

21 **BYRON BOBBITT:** BUT MY ISSUE IS IS THAT, WHEN I GOT A DIVORCE,
22 I HAD BEEN GRANTED BY THE COURT JOINT, LEGAL AND PHYSICAL
23 CUSTODY OF MY CHILDREN. THEIR MOTHER, UNFORTUNATELY, GOT
24 MURDERED SEPTEMBER 14TH, '03. WHY DID MY FAMILY RIGHTS AND
25 CONSTITUTIONAL RIGHTS TO BE A PARENT DIE THAT SAME NIGHT? I



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 DID NOTHING WRONG. AND I HAD ALREADY BEEN GIVEN A COURT ORDER
2 WHERE I HAD JOINT LEGAL PHYSICAL RIGHTS. WHY ALL OF A SUDDEN I
3 LOST MY RIGHTS BECAUSE THESE PEOPLE WANTED TO TAKE MY KIDS ALL
4 OF A SUDDEN? AND DOES ANYBODY CARE? I MEAN, YOU KNOW, THIS IS
5 A TOTAL ABUSE OF DISCRETION.

6

7 **SUP. YAROSLAVSKY, CHAIRMAN:** DID YOU HAVE ANY LEGAL
8 REPRESENTATION YOURSELF IN THIS CASE?

9

10 **BYRON BOBBITT:** IT HAS BEEN VERY EXHAUSTING AND I HAVE BEEN
11 DEALING WITH IT PERSONALLY. AT THIS TIME, I'M DEALING WITH IT
12 PERSONALLY.

13

14 **SUP. YAROSLAVSKY, CHAIRMAN:** WHO IS YOUR COUNTY SUPERVISOR?
15 WHICH ONE OF US IS YOUR SUPERVISOR? WHERE DO YOU LIVE? WHAT
16 COMMUNITY?

17

18 **BYRON BOBBITT:** JAN PERRY. I TRIED TO ADDRESS HER WITH IT,
19 SHE...

20

21 **SUP. BURKE:** WHAT STREET DO YOU LIVE ON?

22

23 **BYRON BOBBITT:** 50TH STREET AND HOOVER.

24



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **SUP. BURKE:** WE CAN SEE IF WE CAN GET HIM THE NAME OF LEGAL
2 SERVICES BECAUSE IT HAS TO GO THROUGH COURT. WE CANNOT
3 INTERVENE IN THE COURTS. HAVE YOU HAD A LAWYER?

4

5 **BYRON BOBBITT:** NOT AT THIS TIME.

6

7 **SUP. BURKE:** DID YOU HAVE ONE BEFORE?

8

9 **BYRON BOBBITT:** THAT'S THE PROBLEM. I'VE BEEN FINANCIALLY
10 BULLIED IN THIS SITUATION. I DON'T HAVE THE RESOURCES TO
11 COMPETE AGAINST THESE PEOPLE. I'VE BEEN STONEWASHED.

12

13 **SUP. BURKE:** WE CAN GIVE HIM THE NUMBER OF THE LEGAL SERVICES.

14

15 **SUP. YAROSLAVSKY, CHAIRMAN:** OKAY, THANK YOU.

16

17 **SUP. BURKE:** BUT IT HAS TO BE A LAWYER.

18

19 **SUP. YAROSLAVSKY, CHAIRMAN:** I'M GOING TO ASK THAT THE BOARD,
20 BEFORE WE GO INTO CLOSED SESSION, WE ALSO ADJOURN TODAY IN THE
21 MEMORY OF THE NINE FIREFIGHTERS WHO WERE KILLED THIS MORNING
22 IN CHARLESTON, SOUTH CAROLINA, VERY TRAGIC, WHILE FIGHTING A
23 FIRE ON A ROOF. THE ROOF COLLAPSED AND NINE FIREFIGHTERS DIED,
24 THE LARGEST NUMBER OF FIREFIGHTERS KILLED IN ONE INCIDENT
25 SINCE 9/11. SO IF YOU CAN TAKE CARE OF GETTING THE NAMES OF



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 THE FIREFIGHTERS, IT WILL BE UNANIMOUS VOTE OF ALL MEMBERS.

2 READY TO GO TO CLOSED SESSION?

3

4 **CLERK SACHI HAMAI:** IN ACCORDANCE WITH BROWN ACT REQUIREMENTS,

5 NOTICE IS HEREBY GIVEN THAT THE BOARD OF SUPERVISORS WILL

6 CONVENE IN CLOSED SESSION TO DISCUSS ITEM C.S.-1 CONFERENCE

7 WITH LEGAL COUNSEL REGARDING EXISTING LITIGATION, ITEM C.S.-2,

8 CONFERENCE WITH LEGAL COUNSEL REGARDING SIGNIFICANT EXPOSURE

9 TO LITIGATION, ONE CASE, AND ITEM C.S.-5, CONFERENCE WITH

10 LEGAL COUNSEL REGARDING INITIATION OF LITIGATION, ONE CASE. IT

11 SHOULD BE NOTED ITEMS C.S.-3, C.S.-4 AND C.S.-6 WILL BE

12 CONTINUED ONE WEEK TO JUNE 26TH, 2007. THANK YOU.

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**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **REPORT OF ACTION TAKEN IN CLOSED**
2 **SESSION TUESDAY, JUNE 19, 2007.**

3

4

5

6 There was no reportable action taken on Agenda Items CS-1 and
7 CS-2.

8

9 In open session the Board continued Item CS-3 one week to June
10 26, 2007.

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**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 I, JENNIFER A. HINES, Certified Shorthand Reporter
2 Number 6029/RPR/CRR qualified in and for the State of
3 California, do hereby certify:

4 That the transcripts of proceedings recorded by the
5 Los Angeles County Board of Supervisors June 19, 2007,
6 were thereafter transcribed into typewriting under my
7 direction and supervision;

8 That the transcript of recorded proceedings as
9 archived in the office of the reporter and which
10 have been provided to the Los Angeles County Board of
11 Supervisors as certified by me.

12 I further certify that I am neither counsel for, nor
13 related to any party to the said action; nor
14 in anywise interested in the outcome thereof.

15 IN WITNESS WHEREOF, I have hereunto set my hand this
16 26th day of June 2007 for the County records to be used only
17 for authentication purposes of duly certified transcripts
18 as on file of the office of the reporter.

19

20 JENNIFER A. HINES

21 CSR No. 6029/RPR/CRR

22